



FIFA WORLD CUP
RUSSIA 2018

2018 FIFA World Cup Russia™

Sustainability Report



2018 FIFA World Cup Russia™

Sustainability Report



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Statement by the FIFA Secretary General



In June 2016, I took up my duties as FIFA Secretary General with great pride. As a former long-serving UN official and having worked in many countries around the world as a humanitarian and development actor, I know how important it is for humanity to work towards a safer and cleaner planet for the generations to come. Thus, successfully organising the biggest single-sport event in the world, the FIFA World Cup™, in a more durable manner is a critical goal for FIFA. I am therefore pleased to present you with the 2018 FIFA World Cup™ Sustainability Report, which highlights the lessons learnt and key achievements of our work over the past few years towards contributing to a more sustainable event in Russia. The close collaboration established with the Local Organising Committee (LOC) on sustainability matters has been crucial in the process of ensuring that our 2018 FIFA World Cup™ Sustainability Strategy was a good fit for the host country and that the foreseen measures in our action plan were implemented efficiently. The selection of the principles, key issues and objectives for the strategy was based on the analysis of relevant regulatory documents in Russia, the integration of internationally recognised standards and consultation with key stakeholder groups. We were able to continue to build on the benchmarks set at the 2014 FIFA World Cup™ in Brazil regarding the implementation of a comprehensive sustainability strategy, the green certification of stadiums, social development through football, diversity, capacity-building, tobacco-free events, recycling and climate

action. In particular, in the areas of accessible stadiums, human rights, anti-discrimination, sustainable stadium certification and anti-corruption processes, we were able to take great strides forward and demonstrate yet again that FIFA wishes to be a leader in the world of sport and sustainable event management. I invite you to read the more detailed information in the different sections of this report.

We are convinced that the initiatives we undertook in Russia were another significant step in the right direction for our organisation and for the world of sports and will leave a positive legacy in the country. I deem them to be a remarkable success. At the same time, we are aware that organising a mega-event in a sustainable manner is a big challenge and that there are always improvements to be made. As we prepare for the next FIFA World Cup™ in Qatar, our objective is for this work to help us continue achieving FIFA's vision and mission – to grow the game, enhance the football experience and build a stronger institution – in a sustainable way.

Fatma Samoura
FIFA Secretary General

Statement by the CEO of the 2018 FIFA World Cup™ LOC



It was both an honour and an immense responsibility for Russia to be entrusted with the hosting of the 2018 FIFA World Cup™, the biggest football competition in the world. Staging the tournament entails transporting millions of people to the matches and Fan Fests, catering to their health and safety needs, dealing with waste in the stadiums, and recruiting and training thousands of volunteers. The scale of such an operation inevitably has an impact on society and the environment in the host country. As stated in our bid back in 2010, we were firmly committed to delivering a first-class event from the very start, and to doing so in a sustainable manner. I am therefore delighted to present you with this Sustainability Report, which highlights the key achievements of our work over the past few years towards contributing to a more sustainable event in Russia.

In close cooperation with FIFA, we developed the Sustainability Strategy, which came into effect at the Preliminary Draw in July 2015. In creating a robust strategy, we took great care in analysing all relevant regulatory documents and existing practices, integrating internationally recognised standards for sustainable events and gathering information from key stakeholder groups. Ultimately, this strategy carried us through to the preparation and staging of the tournament and helped us to live up to people's high expectations of this mega-event.

In our quest to maximise the benefits brought by the event and minimise its negative impact, we implemented a number of

activities throughout Russia. We used the platform of the FIFA World Cup to open up the "real" Russia for the fans coming from abroad and to promote the unique cultural and ethnic diversity of our society. We integrated sustainability standards into our management systems and ensured that our stadiums were a shining example of this endeavour. We also took the opportunity to engage with young Russians through football and give them tools to shape their futures for the better. In addition, by fulfilling the requirements for a more sustainable event, we were able to raise the bar and set a new benchmark for the next FIFA World Cups in areas such as accessibility, anti-discrimination and decent working conditions on stadium construction sites, to name but a few. Together with Russia's federal and regional governments, we did our utmost to ensure that the tournament delivered an outstanding sustainability performance, thus providing the perfect foundation on which to leave an unprecedented and lasting legacy for the people of Russia. As we continue on this journey, I am convinced that our experience, as outlined in this report, leaves us well placed to achieve this final goal.

Alexey Sorokin
CEO of the 2018 FIFA World Cup Russia Local Organising Committee

Profile of the 2018 FIFA World Cup

The FIFA World Cup is an international football competition that takes place every four years for the senior men's national teams of FIFA's member associations. The competition consists of two parts: the preliminary competition, where all eligible member associations across the six football confederations vie for the 31 spots available alongside the host country, and the final competition, where the 32 qualified teams compete to become the world champions.¹ While the preliminary competition is organised across the world, the final competition with the 32 qualified teams is staged during one month in a host country selected by FIFA.

Preliminary competition

The preliminary competition is organised across the world by FIFA, the confederations and the individual member associations. For the 2018 FIFA World Cup, a total of 871 qualifying matches took place between March 2015 and November 2017, involving 209 registered member associations across the six confederations.

¹ Please note that, as of the FIFA World Cup 2026™, the number of participating teams in the final competition will be increased to 48 teams.

Final competition

On 2 December 2010, the Football Union of Russia (FUR) was designated as the organising member association for the 2018 FIFA World Cup (see Figure 1). The LOC was established in January 2011 by the FUR and the government of the Russian Federation as a separate legal entity to organise the competition in accordance with the contractual agreement reached with FIFA (the "Hosting Agreement"), the Regulations of the 2018 FIFA World Cup Russia and all relevant FIFA guidelines (see Table 1).

The 2018 FIFA World Cup took place from 14 June to 15 July 2018 in 11 Host Cities throughout Russia. In total, 64 matches were played in a group stage with eight groups of four national teams followed by a knockout phase that produced the new FIFA World Cup champions France.

Figure 1: knockout stage of the 2018 FIFA World Cup Russia

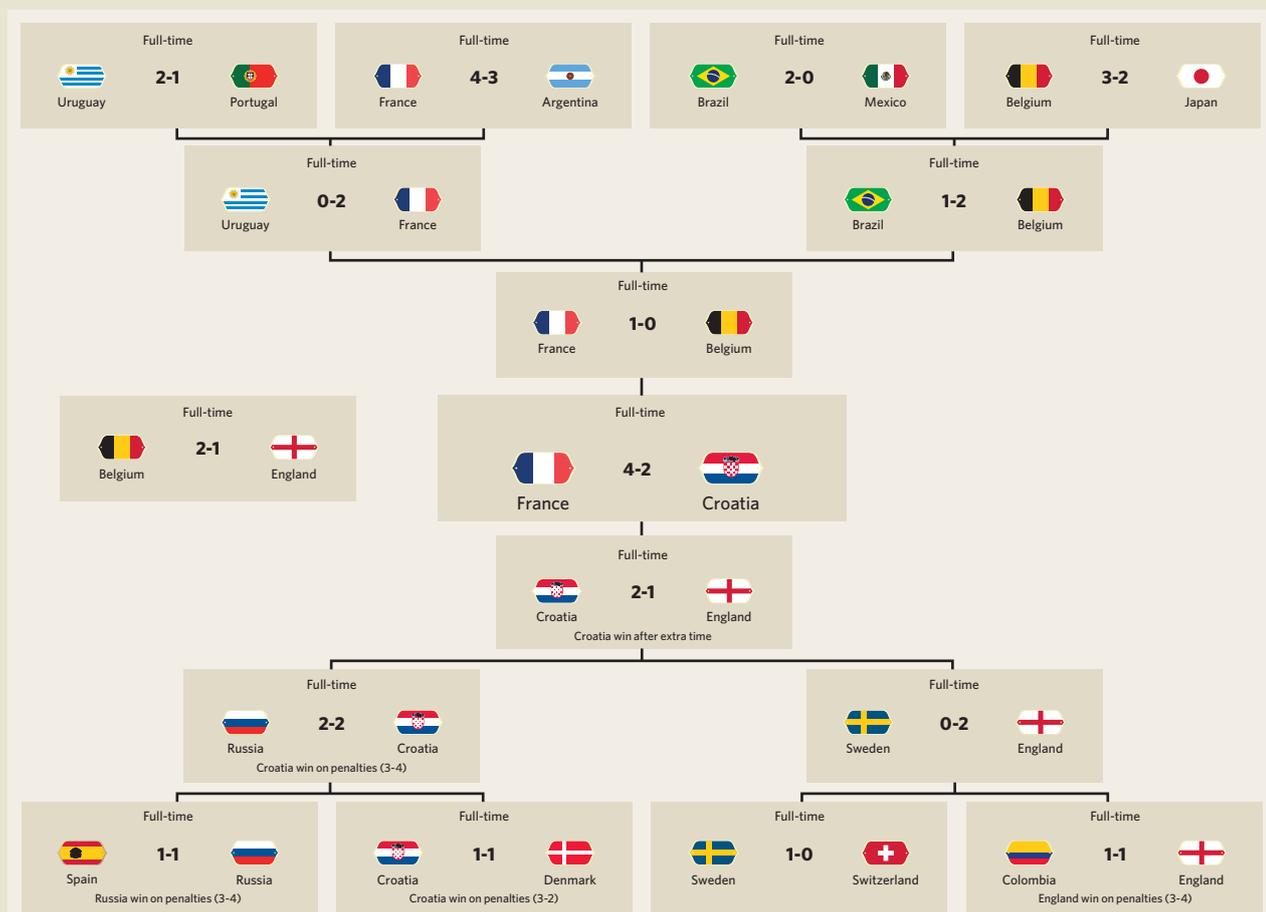


Figure 2: timeline of the 2018 FIFA World Cup Russia



Table 1: information on the organisations

2018 FIFA World Cup LOC	FIFA
Headquartered in Moscow, Russia, with local representatives in each of the 11 Host Cities	Headquartered in Zurich, Switzerland, with a temporary local Moscow office dedicated to the 2018 FIFA World Cup
Tasked to organise the competition in accordance with the Hosting Agreement, the Regulations of the 2018 FIFA World Cup, and any relevant FIFA guidelines	An association registered in the Swiss Commercial Register in accordance with art. 60 ff. of the Swiss Civil Code
Operations funded by FIFA and the government of the Russian Federation	



2018 FIFA World Cup Sustainability Report: snapshot

Wide-ranging sustainability strategy

- 9 key issues, 25 objectives
- More than 50 stakeholders invited to provide feedback

Anti-discrimination

- FIFA deployed three anti-discrimination match observers for each of the 64 games

Diversity

- FIFA and LOC workforce consisted of 56% men 44% women
- Volunteers consisted of 64% women and 36% men

Freedom of press

- FIFA launched a web-based complaints mechanism for human rights defenders and media representatives

Local investment

- 97.45% of the total procurement budget available to the LOC was allocated to local suppliers

Accessibility

- FIFA made available 23,352 special access tickets and 18,156 free companion tickets across all matches

Labour rights

- A tailor-made decent work monitoring system reviewed 945 companies working on stadium construction sites

Capacity-building

- To prepare the workforce and volunteers for their tasks, FIFA and the LOC developed a variety of tailor-made training programmes

Economic impact

- More than 300,000 people were directly involved in the operational delivery of the tournament

Recycling

- 456.8 tonnes of waste were collected and recycled across all matches

Sustainable stadiums

- A completely new sustainable building standard was developed for Russia in the lead-up to the tournament

Climate protection

- FIFA offset all of its unavoidable carbon emissions through verified low-carbon projects in Russia and around the world.



FIFA WORLD CUP
RUSSIA 2018

- Over 2.8m purchasable tickets
- 17,040 volunteers
- 2,128 staff at competition
- Broadcast in over 200 countries
- 64 matches
- 12 stadiums



1. Sustainability Strategy – planning and execution

1.1 Interview

with **Federico Addiechi (Head of Sustainability & Diversity at FIFA)** and **Milana Verkhunova (Director of Sustainable Development at the Russia 2018 LOC)**



Question: 2018 was the second time that a comprehensive sustainability strategy was developed for a FIFA World Cup. In your view, what were the main achievements of this strategy?

Answer - Federico Addiechi: The strategy itself was definitely another big step forward for FIFA and a great achievement in my view. We were able to continue evolving and expanding our approach to sustainability across the social, environmental and economic spheres. We comfortably met previous benchmarks and introduced a number of improvements. But more importantly, we took great strides forward in addressing the material issues linked to accessibility, anti-discrimination, human rights and labour rights, as well as compliance, which focused on building transparency, including anti-bribery and anti-corruption processes. We introduced a new anti-discrimination monitoring system for our matches, we provided infrastructure, services and tickets for disabled people as part of a comprehensive accessibility programme, and we implemented a decent work monitoring system to scrutinise labour conditions at the ten stadiums under construction and major renovation. Furthermore, we were able to expand our stakeholder engagement, by organising additional topic-specific forums and workshops to exchange with our stakeholders on various topics relevant to our Sustainability Strategy.

Answer - Milana Verkhunova: Along with our comprehensive strategy, a key element to ensure a more sustainable FIFA World Cup in Russia was our extensive action plan with over 150 individual projects that we developed and implemented jointly with FIFA. There are hundreds of issues that can be linked to a tournament of such a scale. It was important for us to carefully choose the most material issues and clearly define our actions from the get-go to be able to bundle our resources and know-how. In addition to what Federico mentioned, I would add as main achievements the new sustainable standard RUSO for football stadiums in Russia and our continuous engagement with Host Cities to support them in their work on sustainability issues linked to hosting the tournament. Maybe to highlight just a few of our initiatives, I would mention



our extensive training and school lessons programme on tolerance and anti-discrimination which was implemented in 1,368 schools in 64 regions of Russia and the healthy living campaign Team of Champions which involved more than 12 million people. That said, there are many more achievements that I could mention here. I invite everyone to read about them in our Sustainability Report.

What would you say was the key factor behind these achievements?

Federico Addiechi: One of the key factors behind our success was the fact that we started to work together from the very start. We had our first joint workshop in 2013, before the FIFA World Cup in Brazil kicked off. Meeting in Switzerland, we began with the identification of the material issues for the tournament in Russia. Over the course of the following 18 months, we developed our comprehensive and tailor-made Sustainability Strategy which was presented to the public in July 2015 at the Preliminary Draw for the competition in Saint Petersburg. This close collaboration between FIFA and the LOC continued throughout the implementation of the strategy with an integrated team in Moscow and Zurich, and with quarterly action plan reviews to monitor, evaluate and push forward our progress.

Milana Verkhunova: Having a clear strategy and very close collaboration with FIFA was definitely a key factor behind our achievements. A more sustainable mega-event can only be achieved if the key actors work together. In that sense, another significant success factor was our strong collaboration with a broad array of stakeholders, including the federal government, Host Cities, host regions, stadium authorities and Commercial Affiliates, who all made great efforts to make the FIFA World Cup more sustainable and lay the basis for a positive legacy for Russia.

Where, in your opinion, did you perform below your expectations?

Federico Addiechi: As always, and being part of a forward-thinking organisation, there are a number of aspects where we will want to make improvements and adjustments. In the case of Russia,

an important element of our strategy was to make the event tobacco-free, according to FIFA's policy and the Russian federal legislation, which fully prohibited smoking in sporting venues. Despite our preparations, training sessions and information campaigns, there were numerous cases where there was significant smoking in some of the stadiums, particularly during half-time. Despite the planned and implemented enforcement mechanisms, we were not able to always prevent smoking from happening. One particular incident, involving a prominent football legend, led the public to believe wrongly that we were not taking it seriously. On the contrary, we were very diligent in our preparations. For me, one important lesson learnt is that we need to strengthen our focus on the enforcement of those rules and laws.

Can you give some examples of areas where you feel you were unduly criticised?

Federico Addiechi: One challenge that comes to mind is that, due to the political nature of some of our interventions, we were not always able to communicate as transparently and swiftly as we would have sometimes liked to. One example in that respect is our work on the freedom of press and human rights defenders. Due to the sensitivity of most of those cases, we could not and would not always speak about it publicly nor mention the steps we took to address issues. This lack of public communication was in some instances interpreted as inaction, which, as is outlined in this report, was not the case. Safeguarding human rights is a complex undertaking and can only be achieved with the collective action of numerous stakeholders, and communicating publicly can sometimes threaten the effectiveness of the efforts undertaken.

Milana Verkhnova: Another challenge was the extent of our influence. FIFA and the LOC were sometimes more limited in practice than we and some of our stakeholders would have liked to be. An example in that regard was the issue of labour rights on the stadium construction sites. To help ensure the health and safety of workers, we established a tailor-made system to monitor working conditions at the FIFA World Cup stadium construction sites. We also called for cooperation and secured participation in monitoring activities of trade unions, as well as government supervisory bodies, to strengthen our system even further. However, there were limits to our influence, because neither FIFA nor the LOC had direct control over the construction sites or over the companies involved in the construction. This was sometimes frustrating. However, as discussed in this report, we are confident that our activities had a significant positive impact on the situation of the workers on-site.

The 2018 FIFA World Cup tournament is now history. However, there are many things that will remain in Russia. What is for you the most important legacy for Russia?

Milana Verkhnova: Leaving a lasting and positive impact in Russia was central to our approach. In that approach, we were also aligned with the Russian Federation which had identified

the 2018 FIFA World Cup as a significant window of opportunity for economic growth, social development and environmental protection. Our mission was to ensure that the planning and delivery of the 2018 FIFA World Cup lessened the negative and enhanced the positive impacts of the event, and so provide a sound basis for a positive long-term legacy. Some of our actions may have had a bigger impact than others, some were more visible, some had soft and others hard impacts. But from my perspective, the most important legacy is the knowledge and understanding gained by the Russian people, including youth and schoolkids, of different sustainability aspects, and the practical experience acquired through their involvement in FIFA World Cup-related activities as employees, volunteers or representatives of a Host City or our supplier. I believe that this knowledge and experience will help to spread the sustainability approach in many areas and will be beneficial to my country for years to come.

How is your approach to the FIFA World Cup Qatar 2022 shaping up?

Federico Addiechi: We have been working with the LOC and the Supreme Committee for Delivery and Legacy in Qatar on the sustainability aspects of the event since 2016, and are currently finalising the FIFA World Cup 2022 Sustainability Strategy. We should also not forget that we have developed another sustainability strategy for the Women's World Cup in France next year, also in close collaboration with the LOC and the French Football Association. In both cases, we were able to draw from the extensive experience we have built up within FIFA in the past years.

We have also made great efforts to ensure a proper transfer of knowledge from the tournament and work carried out in 2018 to the future tournaments organised by FIFA. To ensure continuity and learning, we conducted observers' programmes for FIFA World Cup 2022 managers and secondment opportunities for representatives from the Qatari LOC, working as part of the sustainability team at the FIFA World Cup in Russia.

The ongoing collaboration with the LOC and Supreme Committee for Delivery and Legacy in Qatar and our efforts to ensure a strong knowledge transfer gives me confidence that we will be able to continue on our path to strengthening the integration of sustainability into the planning and implementation of the tournament and setting new benchmarks for the sustainable management of events worldwide.

1.2 History of sustainability at FIFA World Cups

FIFA's first steps in addressing social development issues through football saw the introduction of campaigns such as My Game is Fair Play (1997) and Say No to Racism (2002). FIFA worked with the International Labour Organization (ILO) towards eliminating child labour in the football manufacturing industry and collaborated with the UNHCR and UNICEF to improve the living conditions of refugees in the Kosovo region (1999). The latter project signalled the start of a new relationship between FIFA and the UN, aiming to promote shared values. This collaboration reached its first pinnacle in 2005, when FIFA launched its community programme to support responsible social projects around the world, following the call of the UN to sports organisations to intensify the use of the power of sport for a better future and contribute to the UN Millennium Development Goals.

Those early activities were soon followed by additional social and environmental programmes, as well as measures to make the FIFA World Cup operations more sustainable. Starting in 2006 in Germany, FIFA and the 2006 FIFA World Cup™ LOC jointly established official social and environmental campaigns. The environmental campaign was called Green Goal, a first-of-its-kind carbon reduction and offsetting programme in which FIFA invested. The social campaign was called "6 villages for 2006", which saw the construction of six villages for orphans in each continent by FIFA and the charitable organisation SOS Children Villages. Four years later, the 2010 FIFA World Cup™ in South Africa saw further progress with the construction of 20 community centres across Africa as part of the tournament's official "20 Centres for 2010" social legacy campaign and FIFA's first own greenhouse gas report for its largest tournament.

The momentum gained by these activities led FIFA and the 2014 FIFA World Cup Brazil™ LOC to prepare the first comprehensive sustainability strategy for the FIFA World Cup three years prior to the tournament itself, presenting it at the UN Rio+20 summit in June 2012. The list of issues addressed for the tournament were based on the seven core subjects of the ISO 26000 Guidance on social responsibility and managed through an exhaustive sustainability action plan. A key closing milestone in this process was the publication of the first sustainability report for a FIFA tournament, providing insights into the activities, challenges and achievements of FIFA and the LOC in Brazil. The report followed the international framework for sustainability reporting developed by the Global Reporting Initiative (GRI) and underwent third-party verification.

Building on those experiences, FIFA and the LOC in Russia began developing the Sustainability Strategy for the competition in Russia already in October 2013, five years before the tournament itself. The strategy was presented and discussed with key stakeholders in 2014 and presented to the public during the Preliminary Draw in Saint Petersburg, Russia, on 23 July 2015. In parallel, FIFA continued expanding and strengthening the requirements and regulations for its competitions, in particular in the areas of anti-discrimination, human rights, labour rights, tobacco-free events and accessibility for disabled persons.

This Sustainability Report provides an overview of the key activities, challenges and achievements of FIFA and the LOC in implementing its joint strategy for a more sustainable tournament in Russia.

Figure 3: key milestones of sustainability at FIFA World Cups



2009

- Over 130 practitioners from around the world meet in South Africa during the FIFA Confederations Cup South Africa to interact and share best practices on the power of football for social change.

2010

- Over 360 young community leaders, both male and female, from all around the world meet in Johannesburg during the 2010 FIFA World Cup for the first “social World Cup”, including taking part in educational workshops, cultural activities and a football tournament.
- The **Green Goal 2010** environmental programme for the World Cup focuses on areas such as waste, water, transport, energy, climate change and biodiversity.

2011

- The **Green Goal 2011** environmental programme achieves a climate-fair tournament and continues to advance environmental protection at football events.
- The FIFA Anti-Discrimination Days at the FIFA Women’s World Cup 2011™ in Germany focuses on women’s football and how football can help empower girls and young women.
- FIFA joins forces with the Inter-American Development Bank and Coca-Cola Colombia to support community projects in Colombia that use football as a tool to tackle social challenges in communities.
- Together with the government of Colombia, WWF and the national football association, FIFA offsets carbon emissions caused by the tournament through a reforestation project.

2012

- Presentation of the first comprehensive **sustainability strategy** for a FIFA World Cup at the UN Rio+20 summit in Brazil.
- Introduction of the new mandatory requirement for FIFA World Cup stadiums to obtain sustainable building certification.

2013

- Over 170 practitioners from around the world meet in Belo Horizonte during the FIFA Confederations Cup Brazil to interact and share best practices on the power of football for social change.

2014

- First climate action campaign for ticket holders organised by FIFA to raise awareness on climate change and offset parts of the carbon emissions of their travel.
- Stakeholder panel takes place in Moscow, Russia, to review and verify the material issues for the 2018 FIFA World Cup in Russia.

2015

- Publication of the first sustainability report of a FIFA World Cup according to the international GRI Standards for the 2014 FIFA World Cup Brazil.
- Launch of the FIFA Anti-Discrimination Monitoring System for the 2018 FIFA World Cup qualifiers with risk assessments of all 871 matches and deployment of observers to 177 games.
- Public presentation of the comprehensive 2018 FIFA World Cup Sustainability Strategy in Saint Petersburg, Russia.
- Opening of the last of the 20 community centres of the social legacy campaign of the 2010 FIFA World Cup South Africa.

2016

- Introduction of systematic human rights due diligence and integration of human rights in the bidding and hosting requirements for tournaments.

2016

- Publication of FIFA’s Human Rights Policy, the first such policy in the world of sports.
- Tobacco-free policy for FIFA events is published.
- Introduction of the three-step procedure for referees to intervene in cases of discriminatory incidents during matches.

1.3 Development of the sustainability strategy

FIFA World Cup requirements and commitments by the bidders

Highlighting its commitment to sustainability, in 2009, FIFA decided to include it as a topic in future bidding agreements starting with the bidding process for the 2018 and 2022 editions of the FIFA World Cup. All bidders were required to provide comprehensive information on their activities aimed at social development and environmental protection.

The 2018 FIFA World Cup in Russia was planned in close connection with long-term national and regional development strategies and programmes, with the ultimate goal of creating social, environmental and economic improvements in Host Cities and regions and of setting a new standard for mega-events across the world's largest country. Russia's immense size and cultural, ethnic and linguistic diversity gave the 2018 FIFA World Cup an opportunity to bequeath an unprecedented legacy of sustainability and social and human development (for more information on the outcomes see chapter 5).

The bid commitments were built around a number of key pillars, which reflected the bid requirements and the long-term development priorities of the Russian Federation, including:

- public health improvements;
- the development of social institutions and social policy;
- the development of physical culture and sport;
- the mitigation of environmental risks;
- labour market development;
- youth development programmes.

Conceptual pillars

The following international standards and guidelines provided the framework for the creation of the 2018 FIFA World Cup Sustainability Strategy:

- ISO 20121:2012 Event sustainability management systems
- ISO 26000:2010 Guidance on social responsibility
- Stakeholder engagement according to international accountability standards
- Sustainability reporting as promoted by the GRI Standards

The following FIFA agreements, regulations and requirements also guided the strategy development process from the start:

- Hosting Agreement
- Host Cities Agreement
- Stadiums Agreement
- Training Sites Agreement
- Side letter on mandatory green building certification for stadiums
- Stadium Requirements Handbook
- FIFA Statutes
- FIFA Code of Conduct
- FIFA Code of Ethics

In addition, the sustainability planning process was based on a careful analysis of experience and best practices from previous FIFA World Cups and FIFA programmes, including Football for Hope, Football for Health, and Football for the Planet, as well as other mega-events, such as the Olympic Games, UEFA EURO and others.

After the launch of the Sustainability Strategy in July 2015, FIFA and the LOC developed further regulatory documents that guided measures and actions. Those new documents included FIFA's Human Rights Policy (published in 2017), the Tobacco-Free Policy for FIFA Events (published in 2017), and the Diversity and Anti-Discrimination at FIFA policy for the 2018 FIFA World Cup Russia (published in 2017).

Developing the strategy

To develop an ambitious and effective Sustainability Strategy for the FIFA World Cup, FIFA and the LOC carefully considered and prioritised all relevant issues. Between October 2013 and April 2015, FIFA and the LOC completed four stages to develop the Sustainability Strategy:

Stage 1: analysis of FIFA World Cup requirements, bid commitments and regulatory documents

In this first stage, FIFA and the LOC analysed the sustainability context and identified sustainability issues potentially linked to the event. This objective was achieved through:

- a thorough analysis of all FIFA sustainability-related requirements and regulations for organising the 2018 FIFA World Cup;
- a comprehensive review of sustainability-related commitments in the Russian bid;
- an analysis of over 440 Russian regulatory decrees, acts and laws related to sustainability;
- a preliminary analysis of the risks of organising the event in Russia according to ISO/IEC 31000;
- an initial review of issues raised by stakeholders related to past FIFA World Cups and the tournament in Russia.

The outcome of this analysis was a list of 48 potentially relevant sustainability topics.

Stage 2: analysis of the 2018 FIFA World Cup sustainability context

In this second stage, FIFA and the LOC reviewed the initial list of potentially relevant topics and conducted further analysis to consolidate the sustainability context through:

- an assessment of the 2018 FIFA World Cup strategic objectives and management approach;
- the mapping of stakeholder groups based on previous experiences and guidelines provided by ISO 20121:2012 and AA1000SES;

Note on the reporting principle of comparability:

While FIFA's aim is to continuously develop its sustainability approach to effectively address the material issues of FIFA World Cups, the aim of the report is to present the outcomes of the Sustainability Strategy, not to compare performance and progress from one tournament with another. The conditions surrounding each FIFA World Cup are too different from each other to make a sensible comparison as required by the reporting principles. Nevertheless, the report is structured in a way that will enable stakeholders to make an analysis of the overall approach and outcomes of the work of FIFA, the LOC and other contributors to the sustainability programme of the 2018 FIFA World Cup.



- a comprehensive review of 300 existing environmental, social and economic programmes and initiatives related to the organisation of the 2018 FIFA World Cup;
- further discussion on and clustering of the identified sustainability issues into main areas;
- an exchange with key stakeholders in person and via other channels to understand their needs and expectations (see chapter 1.5).

Stage 3: materiality and level-of-influence analysis

First, a materiality analysis was conducted by FIFA and the LOC to discuss and assess how relevant each of the identified sustainability issues was from an internal and external perspective. The following questions were addressed:

- How relevant is the issue for the organisation of the 2018 FIFA World Cup in Russia?
- How relevant is the issue for external stakeholders?

The resulting materiality matrix identified which issues were most relevant from an organisational and a stakeholder perspective (see Figure 6).

Secondly, these key issues were reviewed in terms of the ability of FIFA and the LOC to influence decisions or activities linked to

them, considering the level of influence was important to create a more realistic and effective strategy. In this process, FIFA and the LOC distinguished between three levels of influence: (1) direct influence/full control, (2) indirect influence, and (3) general influence. The level was determined in terms of the political, contractual and/or economic ability to influence a decision or an activity (see Figure 4).

Stage 4: validation of strategy through stakeholder consultations

To validate the results of the materiality assessment and discuss the draft Sustainability Strategy, a one-day stakeholder panel was organised in Moscow in November 2014 (see Figure 5). Key stakeholders involved in the preparation and staging of the 2018 FIFA World Cup had an opportunity to familiarise themselves with the draft Sustainability Strategy and to provide feedback that was considered for the final version of the document. Additionally, the LOC collected written feedback and approvals from nine federal ministries and host region administrations. Furthermore, FIFA and the LOC engaged with staff in Zurich and Moscow as well as bilaterally with a number of key stakeholders who had not participated in the stakeholder panel earlier on.

On 23 July 2015, the Sustainability Strategy was presented to the media and the public during a media conference at the Preliminary Draw in Saint Petersburg, Russia.

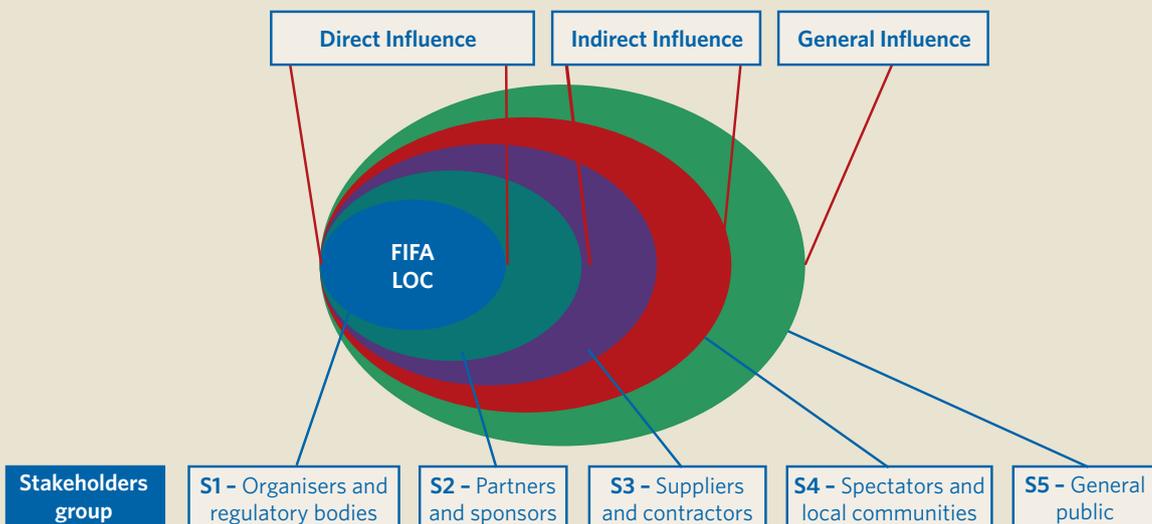
Table 2: key issues and objectives as per the Sustainability Strategy

I. Health and safety
1. Ensure health, safety and security at FIFA World Cup events
2. Ensure tobacco-free FIFA World Cup sites and events
3. Help bring about improvements to medical services related to FIFA World Cup events
II. Decent work and capacity-building
4. Ensure decent working conditions for FIFA and LOC staff and volunteers
5. Promote decent working conditions for FIFA World Cup stadium construction workers
6. Improve the capabilities and skills of FIFA World Cup staff and volunteers
III. Inclusivity and equality
7. Ensure accessible FIFA World Cup events and transport services for disabled people and people with limited mobility
8. Create opportunities for low-income groups to obtain tickets for FIFA World Cup matches
9. Ensure a discrimination-free environment at FIFA World Cup sites and events
IV. Social development, healthy living and sport legacy
10. Tackle social issues through football programmes for young people
11. Promote healthy lifestyles, football development and youth participation in football using the FIFA World Cup platform
12. Contribute to the sustainable use of FIFA World Cup stadiums after the event
V. Green-building standards for stadiums
13. Ensure compliance of FIFA World Cup stadiums with green building standards
14. Develop the sustainable management capacities of stadium operators
VI. Transport, carbon, energy and waste management
15. Ensure efficient FIFA World Cup-related energy and carbon management
16. Ensure efficient and sustainable FIFA World Cup-related waste management
17. Minimise the environmental impact of FIFA World Cup-related transport
VII. Risk mitigation and biodiversity
18. Mitigate the risks of environmental incidents related to FIFA World Cup operations
19. Ensure compliance between FIFA World Cup operations and local regulations governing specially protected sites
20. Promote environmental protection and biodiversity in relation to FIFA World Cup preparations and staging
VIII. Ethical business practices
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 buy-out regulations related to FIFA World Cup stadiums
IX. Local economic development
23. Support investments and infrastructure development in relation to the FIFA World Cup to foster local economic development
24. Contribute to FIFA World Cup-related job creation
25. Promote FIFA World Cup regions as tourism destinations and foster urban beautification and tourist attractiveness

Table 3: key issues as per the Sustainability Strategy and corresponding GRI topics and disclosures

Key issues of the Sustainability Strategy	GRI topics and disclosures (in brackets below)
I. Health and safety	416 Customer health and safety (416-1)
II. Decent work and capacity-building	401 Employment (401-1) 403 Occupational health and safety (403-2) 404 Training and education (404-2)
III. Inclusivity and equality	406 Non-discrimination (406-1)
IV. Social development	No GRI topic that fits this objective. FIFA and the LOC will use other appropriate disclosures for this topic
V. Green-building standards for stadium	No GRI topic that fits this objective. FIFA and the LOC will use other appropriate disclosures for this topic
VI. Transport, carbon, energy and waste management	305 Emissions (305-1, 305-2, 305-3) 306 Effluents and waste (306-2)
VII. Risk mitigation and biodiversity	304 Biodiversity (304-1) 307 Environmental compliance (307-1)
VIII. Ethical business practice	204 Procurement practices (204-1) 408 Child labour (408-1) 413 Local communities (413-2)
IX. Local economic development	203 Indirect economic impacts (203-1, 203-2)

Figure 4: three levels of influence



1.4 Human rights due diligence

The 2018 FIFA World Cup was the first FIFA World Cup organised after the addition of article 3 to the FIFA Statutes on FIFA's commitment to human rights and the adoption of FIFA's Human Rights Policy in May 2017. Subsequently and based on these commitments, FIFA engaged in a dedicated human rights due diligence process to manage human rights risks of all its activities, including its competitions, in accordance with the responsibilities set out in the UN Guiding Principles on Business and Human Rights.

The work to address risks of adverse human rights impacts on people associated with the 2018 FIFA World Cup focused on what FIFA considered, after consultations with external stakeholders, to be the most salient human rights issues, covering five main topics and twelve issues (see Table 4).

Out of the twelve issues, eight were already covered by the material issues identified in the Sustainability Strategy published in 2015. Four issues were added after the publication of the strategy

based on FIFA's new human rights commitments within the two topics of freedom of press (accredited and non-accredited journalists) and fundamental freedoms (rights of human rights defenders and protesters).

FIFA's engagement with FIFA's Human Rights Advisory Board also contributed to the work on human rights-related topics. This group of eight independent experts from the UN System, civil society organisations, trade unions and FIFA sponsors advises FIFA on aspects it considers of relevance for the implementation of FIFA's statutory human rights commitment. The Human Rights Advisory Board included a set of recommendations related to the 2018 FIFA World Cup in its first report of September 2017 and in an updated statement of May 2018. These recommendations focused on the issues of labour rights and the protection of human rights defenders and supported the strengthening and implementation of relevant mechanisms. FIFA has regularly published information on its progress regarding these recommendations.



Table 4: salient human rights issues associated with the 2018 FIFA World Cup

Topic	Issue	Rights holders	Potentially affected rights (selection)
a) Discrimination	Discriminatory behaviour in stadium	Spectators, players	Freedom from discrimination, freedom of expression
	Accessibility	Spectators	Freedom from discrimination, right to rest and leisure
	Discriminatory behaviour outside of stadium	Spectators, players, communities	Freedom from discrimination, freedom of expression
b) Labour rights	Stadium construction	Construction workers	Freedom from forced labour, right to just and favourable remuneration, right to a safe and healthy workplace
	Supply chains	Product manufacturing workers	Freedom from forced labour, right to just and favourable remuneration, right to a safe and healthy workplace
c) Press freedom	Freedom of press by accredited journalists	Journalists	Freedom of opinion and expression, right to seek, receive and impart information
	Freedom of press by non-accredited journalists	Journalists	Freedom of opinion and expression, right to seek, receive and impart information
d) Fundamental freedoms	Rights of human rights defenders	Human rights defenders	Freedom of assembly, freedom of opinion and expression, right to seek, receive and impart information
	Rights of protesters	Spectators, communities	Freedom of assembly, freedom of opinion and expression, right to seek, receive and impart information
e) Other topics	Tobacco-free environment	Spectators, players	Right to health
	Harassment of volunteers	Volunteers	Freedom from discrimination, right to health
	Environmental impacts	Communities	Right to a healthy environment

1.5 Stakeholder engagement and communication

Stakeholder engagement is critical for the development and implementation of a credible, effective and wider sustainability strategy for an event of the scale of the FIFA World Cup and to ensure its alignment with local and international policies and practices. It enables an organisation to better understand the context in which an event is organised in terms of risks, opportunities and aspirations to guide the planning and decision-making of the event, but also facilitates the implementation of concrete activities to ensure products and services are delivered according to expectations. Stakeholders play an important role in influencing an activity positively - for example, by providing expert knowledge or through alignment with existing sustainability policies and commitments. They also help FIFA and the LOC to guide their decisions and actions and ensure that commitments are upheld.

In view of the above, FIFA and the LOC committed to a proactive stakeholder engagement and communication approach following the requirements of international standards (i.e. ISO 20121, Accountability Standards and GRI) and using various methods and channels available to both organisations.

As in the past, the main challenge faced in the engagement with stakeholders for a mega-event like the FIFA World Cup, which has a very high number of potential issues and stakeholders, was finding the right balance between stakeholder inclusiveness and moving ahead with the implementation of projects. To achieve an effective stakeholder engagement, FIFA and the LOC mainly used three approaches whereby stakeholders would be informed, consulted and/or involved. Below is an overview of the key activities.

Mapping of stakeholders

In 2014 and in preparation for the first stakeholder workshop, FIFA and the LOC mapped groups of individuals and organisations that affected and/or would have been affected by the organisation of the 2018 FIFA World Cup (see Table 5). The mapping process was guided by the experiences from the 2014 FIFA World Cup stakeholder engagement and the recommendations of the ISO 20121 and Accountability Standards. Furthermore, the aim was to ensure that all three pillars (social, environmental and economic) of the Sustainability Strategy could be reviewed from the perspective of local and international stakeholders, as well as internal stakeholders.

Consulting stakeholders to verify strategy and report

After completing a first draft of the Sustainability Strategy in 2014, FIFA and the LOC invited selected external stakeholders between September 2014 and March 2015 to share their input and help finalise our strategy. This first engagement phase was kicked off with a day-long panel on 13 November 2014 in Moscow and was complemented with a questionnaire, individual interviews, panel discussions, workshops, and presentations in Zurich and Moscow.

The four objectives of this first phase of the engagement were:

1. to present the draft strategy to key stakeholders;
2. to give them the possibility to express their expectations and concerns regarding the sustainability of the 2018 FIFA World Cup;
3. to collect their views on risks and opportunities; and
4. to gather their feedback on the structure and content of the draft strategy.

More than 50 organisations were invited, and feedback was provided through our questionnaires, over the phone and at meetings (see Figure 6).

Internally, FIFA and the LOC also organised information sessions and workshops to collect input from staff and management on the proposed strategy. FIFA staff attended the presentation in Switzerland on the Sustainability Strategy, providing feedback through the questionnaire and participating in the workshop. LOC staff participated in the general presentation in Moscow and LOC top-management staff also provided feedback through the questionnaire and participated in the meeting about the strategy. The input received through this first engagement was used to adapt the draft strategy before publishing the final Sustainability Strategy in July 2015. In preparation of the Sustainability Report, FIFA and the LOC pre-selected GRI disclosures aligned to the nine key issues of the Sustainability Strategy (see Table 3).

In 2018, after having pre-selected the GRI disclosures for the report, FIFA and the LOC reached out to a selected number of stakeholders with experience in reporting to obtain their input to help shape the Sustainability Report. In April and May 2018, the stakeholders were asked to select three of the nine key issues that they saw as most important to report on, as well as indicate any missing topics from that list.

Thirty-two organisations in Russia and abroad received the questionnaire and 17 of them responded. The three most important topics selected by the stakeholders for the report were inclusivity and equality (9/17), transport, carbon, energy & waste (8/17) and decent work and capacity-building (8/17). It was mentioned four times that a clear reference to human rights measures was missing in the list of issues.

Involving stakeholders through workshops, forums and conferences

Throughout the preparations for the FIFA World Cup in June and July 2018, FIFA and the LOC organised events to discuss and exchange experiences with selected stakeholders on specific issues. The aim of those events was to share information related to the 2018 FIFA World Cup, find ways to amplify the measures taken by the organisers of the tournament, contribute to developing the

capacities of those attending, and allow peers to exchange their experiences. Events organised between 2013 and the end of 2017 covered issues such as decent work in construction, accessibility, a tobacco-free environment and healthy living through sport, green stadiums, social development through football, and the legacy of mega-events (see Figure 5).

It is important to note that in preparation for the event many more workshops were organised by other operational groups within FIFA and the LOC to engage with stakeholders who were important for the implementation of the event, such as teams, referees, match officials, general coordinators, the media and broadcasters.

Informing through public communication

The aim of communicating publicly on the measures and standpoints in relation to social, economic and environmental issues has been crucial in relation to FIFA World Cups. The size of the event and its operations affects so many people that it has been important for FIFA and the LOC to keep the general public

informed and provide it with background information as much as possible and on a continuous basis.

To achieve this goal, FIFA and the LOC used all the channels available to them. Representatives of both organisations delivered keynote speeches at various conferences. Dozens of stories, accompanied by background documents and video clips were made available in English and/or Russian on the two central web platforms of the FIFA World Cup (www.FIFA.com and www.welcome2018.com). Through social media channels such as Facebook, Twitter, Instagram and VK, information and corresponding links were also shared with the general public. Important information on anti-discrimination, public transport, climate change and accessibility was provided to ticket holders directly via email, on the dedicated ticketing platform (www.fifa.com/ticketing) and in the printed ticketing guide. Information was also shared with the media through press releases, with EU policy makers through dedicated newsletters, and with staff through the FIFA intranet and LOC newsletters.



Table 5: overview of the stakeholder groups identified by FIFA and the LOC

Stakeholder group	Description
Event owner	FIFA
Event organisers	including FIFA entities, the LOC, the FUR, Host Cities, stadium authorities and regional committees responsible for organising the competition
Workforce	including employees and volunteers
Participants	including individuals and groups that contribute actively to staging the event, in particular the national teams that compete in the tournament
Commercial Affiliates	including FIFA Partners, FIFA World Cup Sponsors and Regional Supporters
Community	including residents of the Host Cities, national and international media, as well as local and international groups of individuals and organisations which deal specifically with one or more material issues of the Sustainability Strategy
Football-related organisations	including FIFA member associations and associations of professional players
Regulatory bodies	including federal and local authorities that have the power to regulate aspects of the material issues of the Sustainability Strategy
Supply chain	including organisations that provide products or services for the FIFA World Cup
Attendees	including groups of individuals and organisations that represent individuals coming to see the FIFA World Cup, including fan groups, ticket holders and tourism organisations, as well as TV audiences

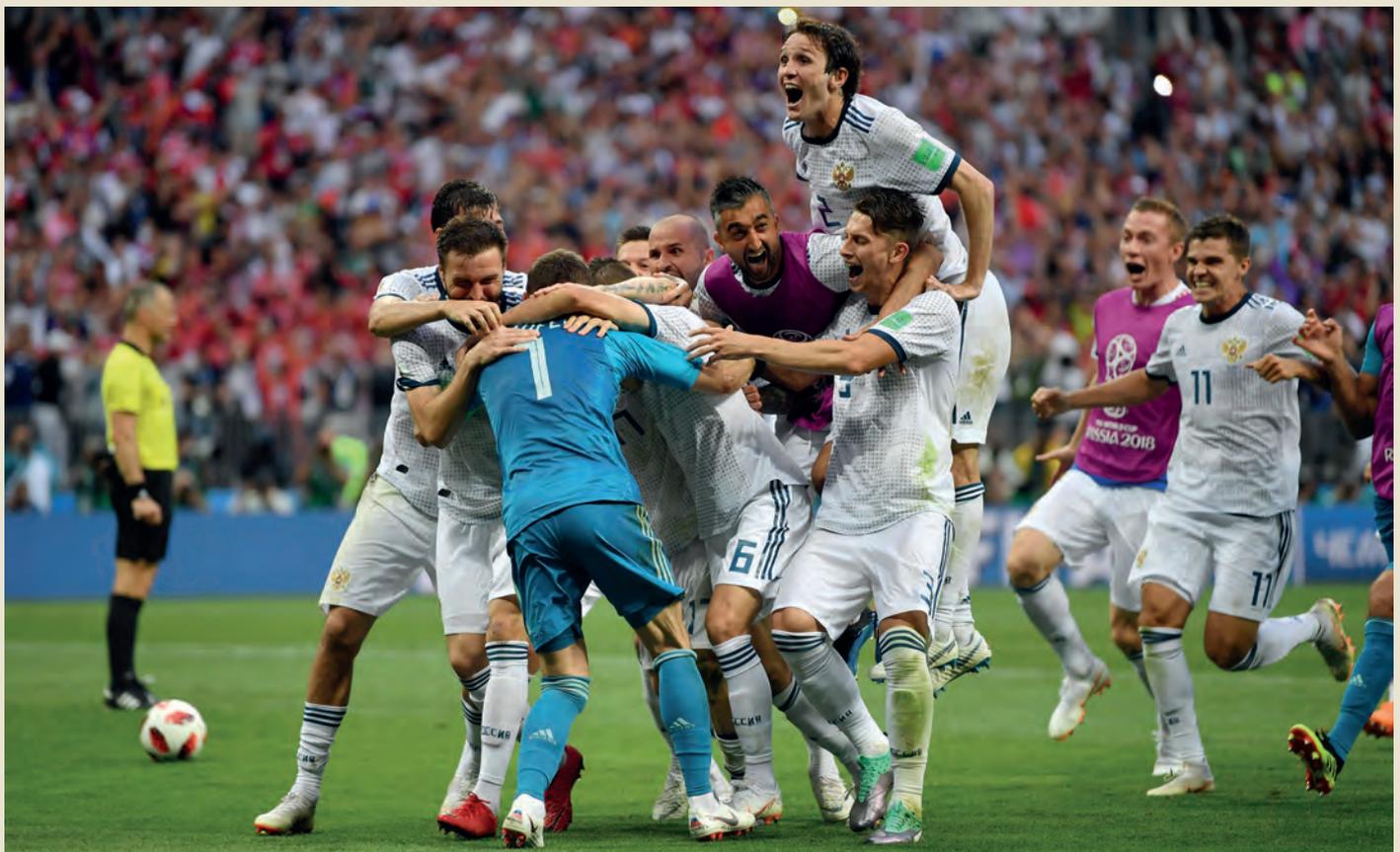


Figure 5: overview of a selection of stakeholder events



Figure 6: top five issues for external stakeholders

FIFA and the LOC asked all stakeholders to rate their top five objectives from the list of 25 objectives included in the draft strategy (see Table 2). This list of objectives contained all issues that had been identified to be material for the Sustainability Strategy. It is important to note that this rating is not an exact arithmetic exercise, but a result of the views of many individuals and is approximate rather than of a fixed and exact numerical nature.

Please note that, in the process of reviewing the stakeholders' input, FIFA and the LOC made adaptations to the list of objectives. Consequently, there are differences between the list of goals used for the stakeholder engagement and the final list in the strategy.



1.6 Governance and execution of the Sustainable Event Management System

FIFA and the LOC aimed to follow the highest standards in developing a comprehensive Sustainability Strategy and to implement the measures necessary to make the 2018 FIFA World Cup a more sustainable event. To have a mechanism through which the commitment, requirements, obligations and sustainability performance objectives of the strategy were put into action and followed up, the organisers set up a Sustainability Event Management System, with a Sustainability Policy and a Sustainability Action Plan (see Figure 8). The system was embedded into the overall FIFA World Cup management at all levels, from top management to departments and external stakeholders (see Figure 7). The Sustainability Policy established the principles, strategic goals, and main elements of the Sustainability Event Management System. The Sustainability Action Plan established deadlines, milestones, resource requirements, roles and responsibilities for each of the measures (over 150) created to achieve the objectives.

On a day-to-day basis, a joint dedicated sustainability team at FIFA and the LOC was tasked to implement the Sustainability Strategy. The team based in Moscow was composed of eight full-time staff members. The team also consisted of seven members of FIFA's Sustainability & Diversity Department in Zurich. The joint sustainability team benefited from the experience of past FIFA tournaments and Olympic Games as well as from expert know-how on various issues, such as diversity, accessibility, human rights, social development and the environment. Strategic guidance was provided by the two heads of department at FIFA and the LOC, while quarterly joint meetings on the Sustainability Action Plan helped to review and monitor overall progress. An update on the progress was presented to all higher governance bodies (Organising Committee for the 2018 FIFA World Cup, the 2018 FIFA World Cup Russia FIFA-LOC Board and the FIFA Management Board) at their regular meetings by a member of the joint FIFA/LOC sustainability team.

In the final month leading up to and during the FIFA World Cup, one member of the team was always present at the FIFA World Cup daily coordination meetings to report on progress and bring up all issues relevant to sustainability-related operations. In addition, four staff members from Zurich were permanently present at the headquarters in Moscow.

In implementing the activities of the Sustainability Action Plan, the approach was to closely collaborate with and leverage expertise and resources from relevant FIFA and LOC departments, FIFA Partners and FIFA World Cup Sponsors, as well as NGOs and experts specialised in sustainability in Russia and abroad. In particular, collaboration and support were sought to monitor decent working conditions at stadium construction sites and discriminatory incidents, support the implementation of the accessibility requirements, deliver training programmes, manage

recycling in stadiums, review green building standards, quantify the ex ante carbon footprint, and select low-carbon projects in Russia.

As of May 2018, human resources were increased to ensure the smooth implementation of operational tasks of staging the tournament. For the first time at a FIFA World Cup, the positions of Sustainability Venue Manager and Anti-Discrimination Observers were created. The 16 full-time Sustainability Venue Managers ensured the implementation of the operations related to the Sustainability Action Plan, including accessibility, a tobacco-free environment, animal protection, oil spill prevention and specially protected sites. They were supported by FIFA World Cup sustainability volunteers at each stadium, a total of 76 across all venues. Within the spectator service area, 327 volunteers focused on providing services for disabled people and people with limited mobility. In addition, 49 anti-discrimination match observers were trained and deployed across all matches to monitor and report on discriminatory incidents.

With the support of the FIFA office in Zurich, a core team in Russia continued to work on closing activities, gathering data for this report, and contributing to the official FIFA World Cup debriefing and knowledge-transfer process until the end of 2018. As was the case with previous FIFA World Cups, FIFA's work in Russia will continue in the coming years, also with respect to the activities of the 2018 FIFA World Cup Legacy Fund programme.



Figure 7: sustainability governance structure for the 2018 FIFA World Cup

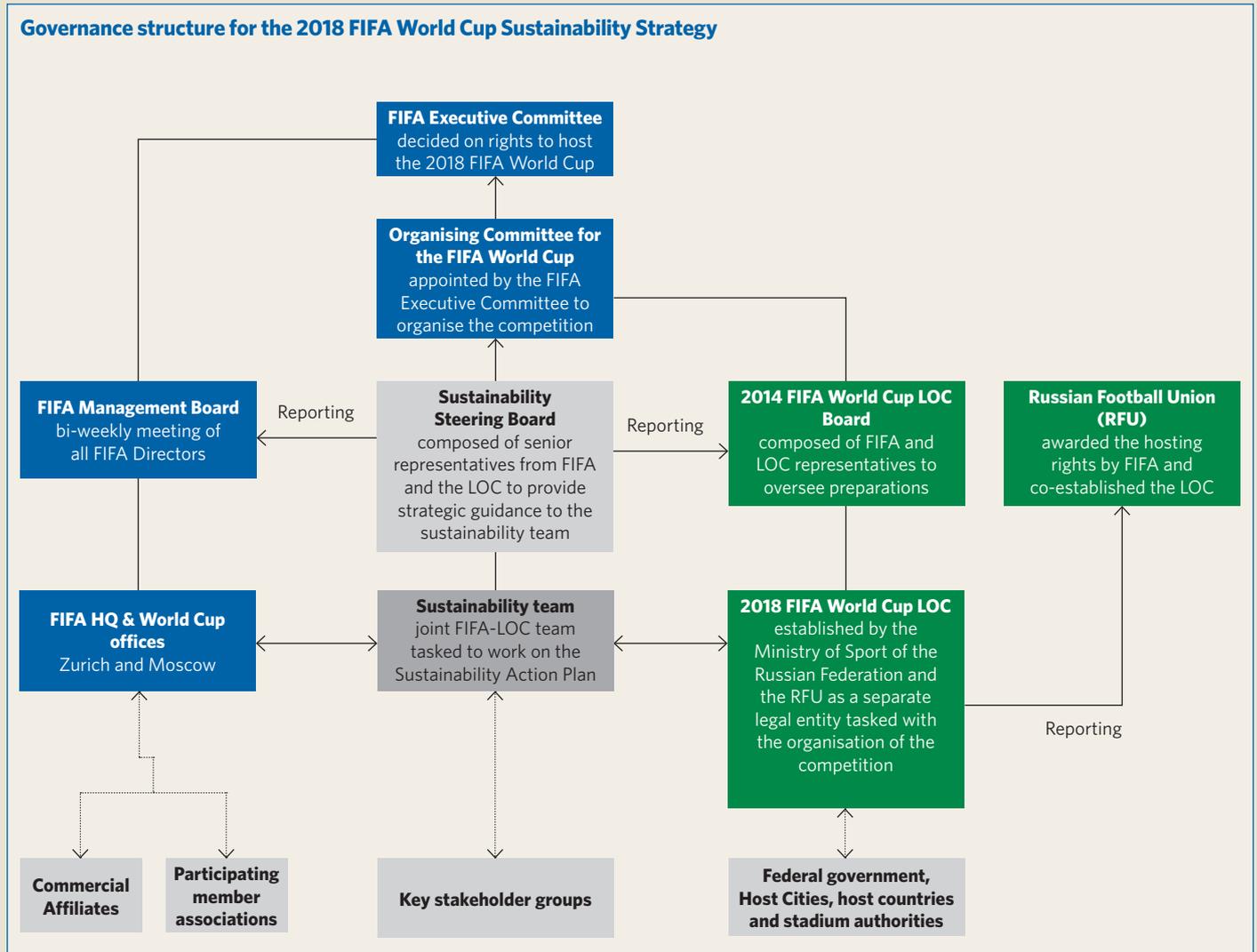
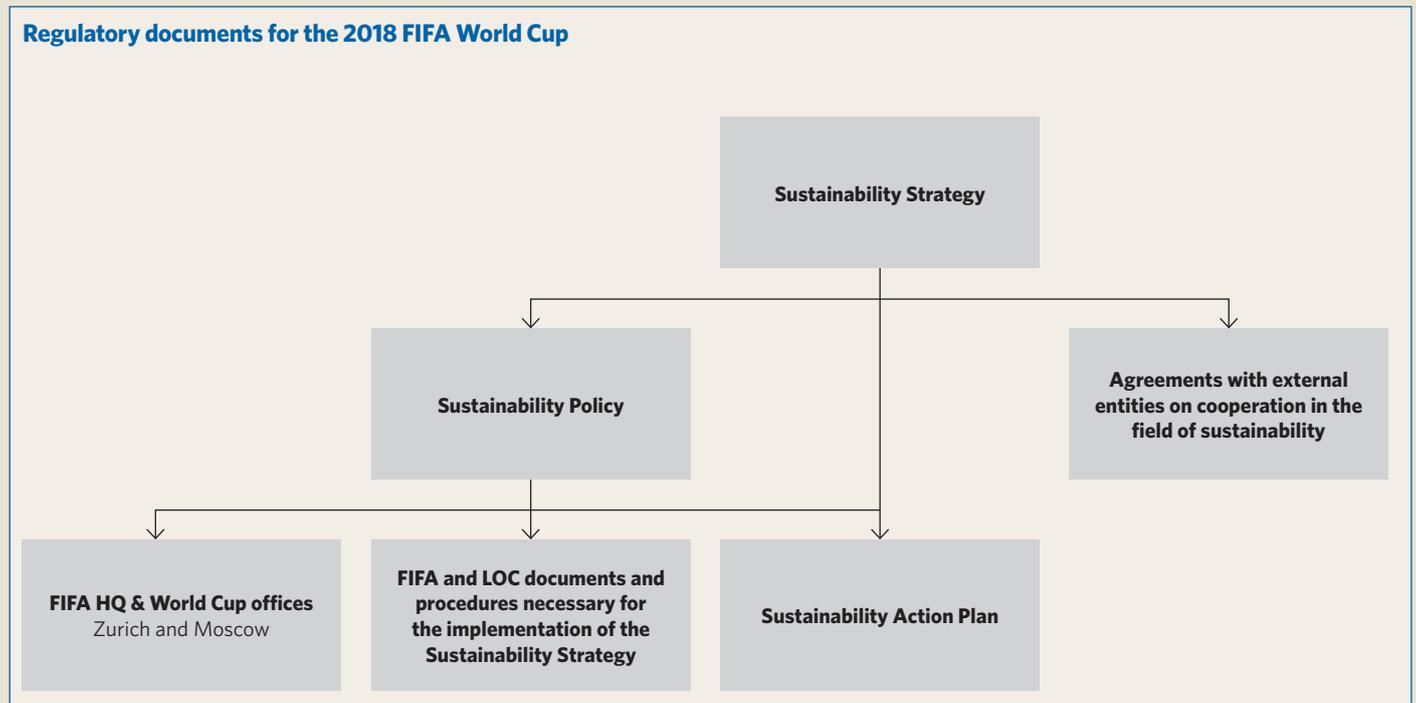


Figure 8: overview of the regulatory documents for the Sustainability Strategy



1.7 The workplace at the 2018 FIFA World Cup

To prepare for the 2018 FIFA World Cup, FIFA's Moscow office and the LOC hired a local workforce, which had grown to 616 employees in Moscow and the Host Cities by early 2018. FIFA staff based in Russia were supported significantly by numerous departments at its headquarters in Switzerland. Demographically, FIFA and LOC staff in Russia consisted of 56% men and 44% women (see Table 6).

In the months leading up to and during the FIFA World Cup, FIFA increased its headcount in Russia by a further 356, plus there were referees, venue coordinators, media officers and other roles relating to the tournament phase. In addition, more than 17,040 volunteers were trained (see Table 7). As for the 32 participating member associations, a total of 736 players and 1,241 team officials were accredited.

FIFA and the LOC strove to ensure fair labour practices for their staff, as well as a healthy and safe workplace. In Russia as well as in Switzerland, the policies of FIFA and the LOC complied with local laws on equal treatment and fair wages. The measures taken included non-discriminatory and inclusive recruitment practices, induction packages for new recruits, vocational training, and health

and pension benefits. To support employees whose contracts ended due to the closure of the offices in Russia, FIFA and the LOC offered support in their job searches and/or professional reorientation through external HR consulting companies.

The volunteers were trained face-to-face (and online for international volunteers) to deliver the specific service they were recruited to perform. The training was gender-neutral. On average, over 15 hours of training were provided to each of the 17,040 FIFA World Cup volunteers, composed of nine hours of general training, followed by venue-specific training (three hours) at the stadium volunteer centre, and finally job-related training by the manager at the respective venue (three hours). They were instructed on their specific roles, shown the venues and informed about the health, safety and security procedures. Each volunteer received a uniform, assistance with travel costs to and from their workplace, accommodation if they had come from abroad or elsewhere in Russia, and meals for the periods during which they worked. For the first time, the volunteers had their own mobile app for communication and obtaining information on their shifts, and 20% of them were provided with accommodation. In another first, volunteers took up guest management and protocol duties.



The scope of the Sustainability Strategy extended to the staff of FIFA and the LOC, volunteers and construction workers. Not accounted for in this report, therefore, are the countless employees of contractors of FIFA, the LOC, the Russian government, host regions and Host Cities, who worked tirelessly on various projects related to the 2018 FIFA World Cup.

Tens of thousands of construction workers were involved in building and renovating the infrastructure and stadiums required for the staging of the tournament and other sites. The construction mandates were assigned by the corresponding local authorities. To help safeguard the health and safety of workers involved in FIFA World Cup-related construction work in stadiums, and as a

key part of FIFA's broader work to ensure the protection of human rights, FIFA and the LOC established a tailor-made system to monitor working conditions in Russia (see chapter 2.1).

Despite the concerted efforts of FIFA, the LOC and others, the improvements achieved in the working conditions and the substantial reduction in issues thanks to the decent work monitoring system and interventions in the form of escalation, a number of incidents, some of them involving loss of life or serious injury on stadium construction sites, occurred in the three years leading up to the event. FIFA and the LOC deeply regret these tragic incidents and would like to once again express their sincere condolences to the victims' families and loved ones.

Table 6: overview of staff numbers at the FIFA and LOC offices in Moscow and Zurich (for more details, see Appendix 3)

		2015	2016	2017	2018*
LOC	Female staff	68	135	246	575
	Male staff	79	160	331	797
FIFA Moscow	Female staff	9	17	24	24
	Male staff	7	12	15	27
FIFA Zurich**	Female staff	201	217	268	321
	Male staff	269	301	342	384

*July 2018 **All staff at FIFA headquarters in Zurich working on all activities and events

Table 7: overview of volunteers, FIFA delegation and teams (for more details, see Appendix 3)

		Numbers for the 2018 FIFA World Cup
2018 FIFA World Cup volunteers	Total	17,040
	Female	64%
	Male	36%
	Of Russian nationality	93%
	Other nationalities (from 112 countries)	7%
	Average age	21 (oldest: 80 years of age)
FIFA delegation	Staff from Zurich office	356
	Officials, including referees (110), committee members (184), general coordinators (12), match commissioners, (11), medical officers (13), anti-discrimination officers (49)	379
Teams	Players (23 per team)	736
	Team officials (female)	1,241 (68)

Green certification for the LOC in Moscow

To support sustainable practice in the everyday life of staff working in both offices in Moscow, the LOC conducted a certification process using the Russian green standard ECOPRO in November 2016. This green certification evaluates environmental conditions inside the office building as well as chemical, physical and other factors with a potential impact on staff. After successful certification checks and training, the LOC offices received the certificate of conformity (see image of one of the certificates below).



Figure 9: type and scope of programmes implemented and assistance provided to upgrade employee skills

Type and scope of programmes implemented and assistance provided to upgrade employee skills

FIFA invests in the continuous development of its employees through internal and external training. Internal training covers business-relevant languages, leadership training, lunchtime workshops, as well as training on specific topics (e.g. compliance and data protection). Additionally, FIFA contributes financially to external training as requested. As a key indicator of employees' engagement, FIFA conducts an employee survey every year. The 2018 FIFA Employee Survey had a participation rate of 63% of FIFA employees.

1.8 Responsible sourcing of goods and services

To deliver the FIFA World Cup, hundreds of products and services needed to be provided by partners, sponsors and suppliers. These included venue signage and dressing, food and beverages, cabling, furniture, IT equipment, security personnel, medical services, transport and much more. FIFA alone invested almost USD 700 million through the LOC to secure services and purchase goods needed to stage the tournament in Russia. From a sustainability standpoint, this posed many challenges, but it also represented a great opportunity to promote the local economy and embed other sustainable criteria in FIFA's and the LOC's procurement processes, thereby promoting responsible behaviour across a wider sphere.

As defined in the Sustainability Strategy, the objective was to promote and foster local economic development. Local suppliers were defined as Russia-registered companies with a network of regional representatives or affiliates that could deliver the services as close as possible to the venue location. In this context, 97.45% of the total procurement budget available to the LOC was allocated to local suppliers.

To ensure that the LOC Procurement Committee could make more informed decisions on the quality of the proposals and bidders, tailor-made questionnaires were developed by the Sustainability team in conjunction with other functional areas for selected goods and services. The aim of the questionnaires was to collect information from bidders on the measures they were taking to make their proposed products and services more sustainable. This step also included a written briefing to bidders to help them better

understand the objectives and key considerations related to the Sustainability Strategy.

For the temporary infrastructure bidding process, for example, the bidders were requested to provide relevant information on the sustainability standards applied by their company, as well as further background on the proposed materials and products in relation to environmental protection (e.g. eco-labelling, recycling, waste reduction, biodegradable resources and pollution reduction measures). In addition, each company was requested to provide a short summary of its work in and approaches to sustainability.

The answers to the questionnaire and the background information provided were analysed and weighted by the Finance and Sustainability teams at the LOC. The final analysis was integrated into the overall evaluation report presented to the Procurement Committee and represented 5% of the total evaluation score. Overall, 31.57% of the total procurement budget underwent an additional sustainability check.

In the last step, all winning bids had to sign a sustainability supplement to the standard contract that would apply to the company as well as its subcontractors. The issues in the supplement included the key provisions of the international labour standards adopted by the ILO, the Universal Declaration of Human Rights adopted by the UN and legislative and regulatory acts of the Russian Federation, as well as provisions related to environmental protection, waste reduction, energy-saving and greenhouse gas emissions.



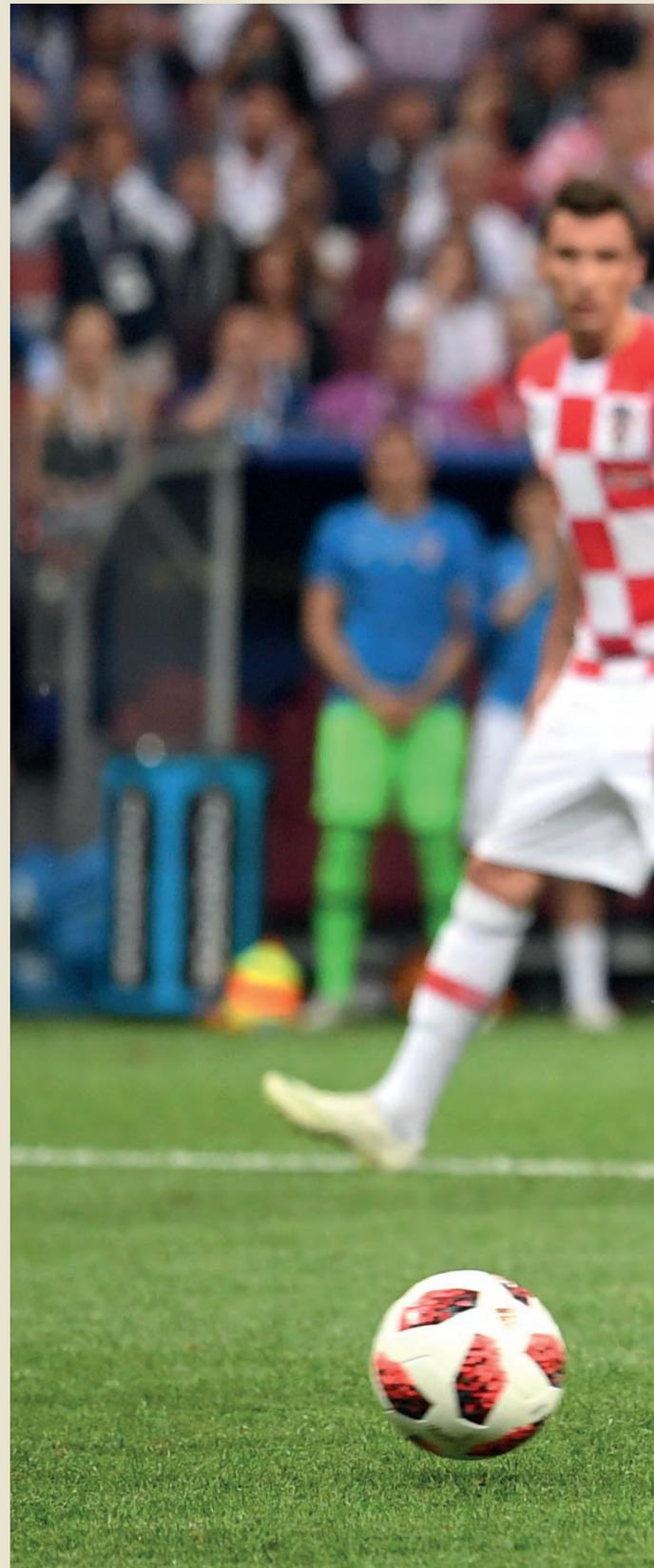
1.9 Compliance programme

For the 2018 FIFA World Cup Russia, FIFA developed a comprehensive compliance programme focusing on building transparency, including anti-bribery and anti-corruption processes. This included fostering a culture of ethical behaviour, identifying and assessing risks, defining relevant policies and procedures and ensuring the prompt implementation of corrective measures.

Specifically, FIFA worked with the LOC to develop and implement a compliance programme for the FIFA World Cup that prioritised conflict of interest, anti-bribery/anti-corruption and trade sanction issues. It was necessary to establish procedures and methods of assessing risks and to anchor them with the LOC, using a highly collaborative approach. The FIFA Compliance Division focused its activities on the following key areas:

1. *Contracting-party due diligence and support of the financial payment review:* FIFA performed and assisted with due diligence on key suppliers to ensure a good understanding of the LOC's suppliers, and through this collaborative approach, the focus was placed on implementing appropriate processes. Supporting this approach, FIFA worked with globally recognised external experts who helped to check payments, draft due diligence, produce beneficial owner reports, conduct sanction screening and provide ad hoc advice. The FIFA Compliance Division also advised other departments on their activities so that they understood their obligations with respect to the applicable laws and regulations, in particular sanction-related regulations.
2. *Supporting FIFA sponsors:* the FIFA Compliance Division supported the FIFA Commercial Division in cooperating with FIFA sponsors on their activities, as certain activities were potentially subject to multiple legal regulatory systems. FIFA also offered the sponsors on-site support and information on various matters that could have concerned them during World Cup operations, along with face-to-face meetings where needed.
3. *Assistance for participating teams:* the FIFA Compliance Division also supported teams and member associations before and during the 2018 FIFA World Cup Russia regarding any potential compliance questions, concerns or operational requests to ensure they were in line with all applicable laws and regulations and to increase awareness of key requirements.
4. *On-site compliance support:* during the 2018 FIFA World Cup Russia, at least one FIFA Compliance team member was on-site and available throughout the tournament to support the FIFA divisions on any compliance-related questions that could arise during the tournament.

In addition, to further underline the close cooperation between FIFA and the LOC, LOC Compliance attended the FIFA Compliance Summit 2017 in Zurich, Switzerland, a conference organised by FIFA that brought together various stakeholders from the world of football to discuss compliance ideas, concepts, concerns and programmes that could potentially be implemented by member associations and confederations. This summit is held annually.







2. Human and social development

2.1 Decent working conditions for construction workers



Hosting a major sporting event often requires the construction and renovation of stadiums and specific infrastructure. This, in turn, involves risks for construction workers.

To help safeguard the health and safety of workers involved in FIFA World Cup-related construction work, and as a key part of FIFA's broader endeavours to ensure the protection of human rights, FIFA and the LOC established a tailor-made system to monitor working conditions in Russia.

Decent Work Monitoring System for the 2018 FIFA World Cup Russia

In concrete terms, the Decent Work Monitoring System aimed to determine whether the working conditions at the construction sites complied with the various applicable ILO conventions, laws of the Russian Federation, local regulations, and the construction industry's best practices.

The next major step was an inspection of the Saint Petersburg Stadium with representatives from Building and Wood Workers' International (BWI) and the Russian Construction Workers Union (RBWU) in February 2016, followed by a workshop in March on decent working conditions and health and safety in stadium construction with the participation of the ILO and social partners.

After conducting preliminary self-assessment surveys in September 2015 with the construction companies working on World Cup infrastructure to identify practical and sensible measures to create safe working conditions, FIFA and the LOC

appointed an independent third party – the Klinsky Institute of Labour Protection and Working Conditions – to implement the system in the ten FIFA World Cup stadiums either under construction or undergoing major renovations.

Construction companies were informed about the new monitoring system and made aware of the expectations of FIFA and the LOC in a workshop in Moscow, organised with the trade unions, the ILO, the Klinsky Institute of Labour Protection and Working Conditions and the stadium authorities. Later on during the monitoring visits, all workers had to undergo mandatory training on working at height, and were shown a video in four languages. Construction supervisors were also trained in health and safety and decent work. Furthermore, in cases where additional in-depth training was required for the companies, this was provided by FIFA and the LOC through the Klinsky Institute of Labour Protection and Working Conditions.

During the two-day evaluation visits to the stadiums, experts from the Klinsky Institute of Labour Protection and Working Conditions examined a variety of aspects, including occupational health and safety, fire and industrial safety, employment contracts, recruitment and termination procedures, wages and social benefits, labour conditions, working hours, workers' rights and freedoms, and housing conditions.

Regular feedback

From April 2016 to March 2018, the Decent Work Monitoring System monitoring team visited the general contractors and

sub-contractors working on the stadiums on a quarterly basis and evaluated them in four key focus areas (see Figure 10), further subdivided into 20 themes and 56 questions.

During each stadium visit, the monitoring team reviewed all relevant documentation (such as health and safety regulations and track records, employment contracts, time sheets, compensation and benefits regulations), followed up on critical issues, inspected the construction sites, interviewed a random sample of workers through individual and group interviews, and provided training to construction supervisors on different aspects of decent working conditions.

After each visit, the general contractors and construction companies received a complete report with an overview of the observations and outcomes and a list of recommendations on critical issues that needed to be addressed and resolved.

Tangible progress

For FIFA and the LOC, the Decent Work Monitoring System fulfilled two key objectives.

First and foremost, the results of the monitoring visits gave an ongoing comprehensive assessment of compliance with labour standards, helping to identify adequate measures to pursue decent working conditions for workers involved in the construction and renovation of 2018 FIFA World Cup stadiums.

Secondly, the visits allowed the monitoring team to advise construction staff on decent working conditions and directly help the companies to mitigate the identified risks. If the monitoring visits revealed serious non-compliance or inconsistencies, or if a company systematically failed to remedy them, FIFA and the LOC

would escalate the issue and follow it up with the highest level of the relevant state authorities in the weekly meetings of the LOC with the Deputy Prime Minister and through correspondence with the highest government authorities, as well as through the Federal Service for Labour and Employment (Rostrud) and trade unions. Great care was taken to ensure that all steps available to FIFA and the LOC were taken while understanding the operational limitations under the mandate as per the law.

In the two years following the introduction of the monitoring system, the average number of incidents of inconsistencies in labour documentation detected by Klinsky Institute of Labour Protection and Working Conditions experts during inspection visits was reduced by 74%, while the number of cases of non-compliance at stadium construction sites went down by 60%.

Collaboration with trade unions

To further strengthen the monitoring system, FIFA and the LOC signed a memorandum of understanding with the BWI and RBWU. As part of the collaboration, the two unions provided input on the monitoring methodology, while their representatives also accompanied some of the monitoring visits. The representatives worked together with the Klinsky Institute of Labour Protection and Working Conditions experts, reviewing and co-signing the initial report provided to the companies at the end of the two-day monitoring visit.

By March 2018, 36 visits by the Decent Work Monitoring System monitoring team accompanied by the BWI and/or RBWU had been carried out.

Figure 10: four key focus areas of the Decent Work Monitoring System for the 2018 FIFA World Cup Russia and some of the themes

Rights at work	Working conditions	Health and safety	Housing and meal conditions
including child labour, employment agreements and labour disputes	including working hours, holiday regulations, wages and benefits	including training, health protection, incidents, safety at work and workplaces	including housing facilities, sanitary facilities and meals

Figure 11: Decent Work Monitoring System in numbers

- System ran from April 2016 to March 2018
- 85 stadium visits
- 945 companies reviewed
- 2,400+ construction workers interviewed
- Working conditions for almost 9,000 construction workers analysed during each visit

2.2 Diversity and anti-discrimination

Discrimination affects society at large, and football is no exception. FIFA recognises its responsibility to lead the way in abolishing all forms of discrimination in football, but also to make the most of the influence the game has beyond the pitch, thereby contributing to the fight against discrimination and promoting diversity in society. FIFA's stance is enshrined in its Statutes (article 4) as well as tournament regulations and various codes.

Over the past years, FIFA and the LOC have implemented measures to ensure a discrimination-free environment at the 2018 FIFA World Cup in Russia. A proactive engagement with key stakeholders in Russia and internationally was essential in finding sensible ways of addressing the most pressing issues and implementing effective measures.

Introduction of a new Anti-Discrimination Monitoring System

In May 2015, FIFA introduced the Anti-Discrimination Monitoring System. The system included a risk assessment of matches, the deployment of specially trained anti-discrimination match observers knowledgeable in the specificities of fan culture and forms of discriminatory behaviour in the stadium to monitor and report issues of discrimination at the games. It was coordinated by FIFA and implemented in collaboration with the Fare network, an organisation with extensive experience in the fight against discrimination in football.

Through this system, all 871 qualifier matches of the 2018 FIFA World Cup were assessed and 177 anti-discrimination observers deployed to matches with a higher risk of discriminatory incidents taking place. Additionally, selected friendly matches involving the Russian national team, who automatically qualified for the tournament and did not take part in the qualifiers, were monitored from May 2015 to June 2018. At the final competition in Russia, in June and July 2018, FIFA deployed three anti-discrimination match observers for each of the 64 games, one per team and one for the Russian spectators. All match officials, such as referees, security officers, general coordinators and match commissioners, were trained face-to-face.

Their observations supported the security disposition with the identification of discriminatory items and behaviour before and during the matches and facilitated the investigations of FIFA's disciplinary bodies through the provision of evidence of discriminatory incidents. Overall, 92 sanctions were imposed on the participating football associations for discriminatory conduct in relation to the 2018 FIFA World Cup (see Table 8).

Three-step procedure for discriminatory incidents

For the first time at a FIFA World Cup, FIFA also introduced the so-called three-step procedure in case of discriminatory incidents. With this three-step procedure, referees have

the authority to first stop the match and request a public announcement to insist that the discriminatory behaviour cease, then to suspend the match until the behaviour stops following another warning announcement, and finally, if the behaviour still persists, to decide to abandon the match. In all cases, the referees are supported by and in touch with other match officials to assess and manage critical situations. The referee did not have to apply the procedure at any of the matches.

Promoting diversity in football

Diversity in football is something to be celebrated every day, everywhere, and when the FIFA World Cup comes around, there is an opportunity for all stakeholders within the game and across civil society to amplify that message to all corners of the globe. FIFA underlined its commitment through its presence at the opening of the Diversity House by the Fare network and through the support of the football festival "Football - a homophobia-free game" organised by the Russian LGBT Sport Federation. Furthermore, and as has been tradition at its tournaments since 2002, FIFA dedicated the quarter-finals of the 2018 FIFA World Cup (6 and 7 July) to the promotion of diversity together with all captains of the national teams, who conveyed a message to the world about respect and diversity.

These activities were completed with a panel discussion on anti-discrimination on 11 July, before the semi-finals, where Federico Addiechi, Alexey Smertin (FUR Anti-Discrimination Officer), Piara Powar (Executive Director of the Fare network) and the former Cameroonian international Geremi Njitap discussed diversity and anti-discrimination in football and in relation to the 2018 FIFA World Cup.

Training of the workforce

A special training programme on diversity and anti-discrimination was developed by FIFA and the LOC in cooperation with the Russian Federal Research and Methodological Centre of Psychology and Education in Tolerance and was provided to more than 30,000 people in 11 Host Cities, including:

- all FIFA and LOC employees in Russia;
- 1,062 LOC volunteers;
- 17,440 stewards;
- 10,900 food and beverage concessionaires;
- 460 trainers.

The key goal of the training programme was to raise awareness among all these stakeholders on what discrimination is, what different forms of discrimination there are, and what to do to ensure a discrimination-free environment. An essential part of the training was to play out situations which are likely to occur during the tournament at venues and events, practising the most adequate response and action.

The training was provided in two formats: face-to-face and online via a special web platform (www.nodiscrimination2018.com). Furthermore, the training programme combined different training methods, including mini lectures, role playing, group discussions, analysis of real situations and individual and group work, to facilitate the understanding and memorisation of information.

Educational toolkit on diversity and anti-discrimination

In cooperation with the Russian Federal Research and Methodological Centre of Psychology and Education in Tolerance, FIFA and the LOC developed an educational toolkit to help raise awareness on diversity and anti-discrimination. The purpose of the toolkit was to help teachers and trainers introduce the topic and transmit knowledge to their pupils in an entertaining and appealing way. Three lesson plans were proposed:

- for 14-16-year-olds: a lesson devoted to communication with vulnerable social groups;
- for 17-18-year-olds: a lesson devoted to communication with representatives of different ethnical groups;
- for 19-21-year-olds: a lesson devoted to the elimination of discrimination against religion.

The materials for the lessons were reviewed and approved by various stakeholders involved in the education and development of young people in Russia, including the bodies authorised by the Ministry of Education and Science of the Russian Federation to review educational programmes.

The educational toolkit was launched on the International Day for the Elimination of Racial Discrimination on 21 March 2018. Until the end of the FIFA World Cup, 1,403 educational organisations from 64 of 85 (75%) regions of Russia applied the toolkit, conducting more than 7,000 lessons for over 168,300 students.

Figure 12: accompanying measures

Security measures: safety and security officers and stewards were tasked to support dialogue with conspicuous fans, identify and remove items deemed discriminatory and remove spectators who behaved in a discriminatory and non-cooperative manner. In preparation, safety and security officers and stewards were trained on diversity and provided with access to the Global Guide to Discriminatory Practices in Football by the Fare network. In support of these security measures, FIFA introduced a reactive stadium announcement in case of discriminatory incidents.

Information to fans at the stadium: ticket holders attending the match were informed that they were entering a discrimination-free event and made aware of the measures taken by FIFA and the LOC to identify and manage discriminatory incidents. Ample information was provided to them in the ticket guide, the spectator's guide, the stadium code of conduct, and via stadium announcements. Following consultations with FIFA and the LOC, the Russian government displayed the message "Say No to Racism" on all Fan IDs which had to be worn visibly by all spectators at all matches.

Briefing for member associations qualified for the FIFA World Cup: based on FIFA's Good Practice Guide on Diversity and Anti-Discrimination, the national teams received a special briefing where they were also requested to ensure that their fans respected diversity and were aware of all measures. In the run-up to the FIFA World Cup, FIFA held regular meetings with the FUR to support the intensification of their measures on diversity and anti-discrimination.

Table 8: overview of disciplinary procedures based on discriminatory incidents

Group A
<ul style="list-style-type: none"> 25 June 2018: URU-RUS: racist symbol on banner (RUS), CHF 10,000 fine + warning
Group B
No disciplinary procedures
Group C
<ul style="list-style-type: none"> 16 June 2018: FRA-AUS: homophobic chants (AUS), warning 21 June 2018: DEN-AUS: sexist banner (DEN), CHF 20,000 fine + warning
Group D
<ul style="list-style-type: none"> 16 June 2018: CRO-NIG: three banners featuring far-right/racist message (CRO), warning 21 June 2018: ARG-CRO: homophobic chants (ARG), CHF 105,000 fine + warning
Group E
<ul style="list-style-type: none"> 17 June 2018: CRC-SRB: banner featuring far-right/racist message (SRB), CHF 10,000 fine + warning 22 June 2018: SRB-SUI: banner featuring far-right/racist message (SRB), CHF 54,000 fine + warning 27 June 2018: SRB-BRA: banner featuring far-right/racist message (SRB), CHF 20,000 fine + warning
Group F
<ul style="list-style-type: none"> 17 June 2018: GER-MEX: homophobic chants (MEX), CHF 10,000 fine + warning
Group G
No disciplinary procedures
Group H
<ul style="list-style-type: none"> 19 June 2018: POL-SEN: banner featuring far-right/racist message (POL), CHF 10,000 fine + warning
Knockout stages
No disciplinary procedures for the round of 16, the quarter-finals, the semi-finals, the play-off for third place and the final

2.3 Freedom of the press and human rights defenders

Ahead of and during the 2018 FIFA World Cup, FIFA and the LOC engaged in a series of activities to identify and mitigate risks to the rights of human rights defenders and media representatives. These activities were developed after the adoption of FIFA's Human Rights Policy in May 2017.

Web-based complaints mechanism for all FIFA activities

In May 2018, FIFA launched a complaints mechanism for human rights defenders and media representatives who consider their rights to have been violated while performing work related to FIFA's activities, which covers not only but includes complaints related to the 2018 FIFA World Cup. The web-based complaints mechanism is hosted by a specialised external provider and allows for anonymous reporting following the highest standards of data privacy and security. It is complemented by a detailed statement, specifying the commitment outlined in paragraph 11 of FIFA's Human Rights Policy to respect and help protect the rights of human rights defenders and media representatives.

Both the complaints mechanism and the statement were the result of a nearly one-year process and comprise input from a range of stakeholders and expert organisations, including from FIFA's Human Rights Advisory Board.

Freedom of the press

It is of paramount importance to FIFA that it guarantee the highest possible levels of press freedom in relation to its events. FIFA runs the accreditation processes for media representatives who cover its events. In total, more than 16,000 media representatives were accredited through the FIFA-led process. Principles of press freedom were built into the processes implemented for the 2018 FIFA World Cup. Such efforts included collaboration with the Russian authorities to provide a simplified visa process and ensure that journalists could conduct their work freely in all cities related to the tournament, without any restrictions on content.





In the lead-up to and during the 2018 FIFA World Cup, FIFA and the LOC intervened in cases of journalists who faced undue hindrance to receiving the necessary authorisation to report from the tournament. The majority of these were relatively minor cases where journalists were not nominated for the FIFA-led media accreditation process by the member association of their country and where FIFA and the LOC were able to resolve the issue through engagement with the respective association. In two cases, FIFA and the LOC were made aware of clear attempts by third parties to unduly restrict press freedom in relation to the 2018 FIFA World Cup, which required more far-reaching interventions, such as engagements with host state authorities or the direct issuing of accreditation without the involvement of the respective member association. As described in Table 9, FIFA and the LOC were able to successfully address both cases. One of these cases was raised to FIFA through the complaints mechanism for human rights defenders and media representatives.

Fundamental freedoms of human rights defenders and protesters
FIFA is convinced that the work of human rights defenders is essential for FIFA's own human rights-related efforts to succeed. Human rights defenders bring to our attention specific human rights risks and inform us about the evaluation of the effectiveness of measures taken, they act as legitimate representatives of people and groups who may be affected by FIFA's activities, or as an additional source of scrutiny on third parties whose actions may have an adverse impact on human rights and be related to FIFA's activities.

In preparation for and hosting the 2018 FIFA World Cup, FIFA operated in a context which international organisations, such as the UN, widely consider to be characterised by a shrinking space for civil society and human rights activists. Against this background, FIFA and the LOC engaged in two main kinds of activities in their efforts to help protect human rights defenders in their work associated with the World Cup. Firstly, they conducted activities at various levels and in various forms to communicate FIFA's expectations of third parties in that respect. For instance, FIFA consistently communicated to the authorities in Russia its expectation that human rights defenders conduct their work freely and without fear of reprisals, and that fundamental freedoms, such as freedom of peaceful assembly, should only be restricted to the extent justified by legitimate security concerns.

Secondly, FIFA and the LOC engaged in activities to address cases where the tournament organisers were confronted with alleged restrictions of such rights. One of these cases was submitted to FIFA through the complaints mechanism for human rights defenders and media representatives. The others were brought to FIFA and the LOC's attention through our engagement with civil society organisations and through social and traditional media.

The interventions in these cases included steps such as engagements with security authorities to convey FIFA and the LOC's views and expectations on a particular case, including: through interventions at the highest levels of FIFA and the LOC; public statements in support of human rights defenders and direct exchanges with them, such as through attendance at their events; engagement with third parties, such as embassy personnel, with a mandate and possibility to support FIFA and the LOC's efforts in a particular case; or, in one case, attendance at a court hearing.

While the spectators and populations in the Host Cities generally enjoyed a heightened degree of public freedom during the tournament, there was a small number of instances where, in FIFA's view, the limitations imposed by authorities on small-scale protests were overly strict. At the same time, FIFA and the LOC saw positive developments subsequent to our interventions in most specific cases involving individual human rights defenders. The extent to which these improvements were a direct consequence of the interventions by FIFA and the LOC is difficult to determine.

Table 9: overview of a selection of cases in relation to press freedom and fundamental freedoms

Issue	Background	Types of measures taken by FIFA and/or the LOC	Subsequent developments
Press freedom	A national football association refused to nominate one of the country's most prominent sports journalists for FIFA accreditation to the World Cup, allegedly due to prior critical reporting	Engagement with the journalist, interventions with the respective football association and confederation, issuing of accreditation directly by FIFA	The journalist reported from the World Cup with official accreditation
Press freedom	A journalist was initially refused his visa by the host country authorities, after having passed the FIFA-led process for accreditation	Intervention with relevant host country authorities, issuing of a reactive statement, engagement with Reporters without Borders who supported the journalist in question	The journalist was issued a visa but eventually chose not to travel to Russia to report from the World Cup
Human rights defender	A human rights defender was detained for a short period of time after doing research on labour conditions on a stadium construction site for the 2018 FIFA World Cup and was informed that he was under surveillance	Repeated interventions with relevant host country authorities, issuing of public statements, direct engagement with the human rights defender, participation at court hearing	The human rights defender was able to continue his work without major disruptions, although it is believed that he continues to be under surveillance
Human rights defender	A student faced criminal charges for vandalism as part of his opposition to the location of the FIFA Fan Fest™ in the Moscow State University compound	Intervention with relevant host country authorities	The criminal charges were dropped and the student received an administrative fine of RUB 1,500 (USD 24)
Human rights defenders	An international NGO supporting diversity in football was forced to change the location of a place dedicated to facilitating exchanges on these topics during the 2018 FIFA World Cup, after the owner of the place ended the contract	Engagement with the respective organisation, intervention with relevant host country authorities	The NGO found a new place and was able to successfully implement the project
Human rights defender	An international LGBTI activist was taken to a police station after staging a one-person protest	Intervention with relevant host country authorities	The case against the activist was dropped
Human rights defenders	A group of Iranian women travelled to the 2018 FIFA World Cup to protest against the ban on women accessing stadiums in Iran	Engagement with the activists before and during the tournament, approval of banner in accordance with FIFA regulations, instruction of and intervention with security personnel	The activists attended the matches of the Iranian team and were able to show their banner most of the time
Human rights defenders	Four activists entered the pitch at the 2018 FIFA World Cup final and caused a temporary halt to the game	Intervention with relevant host country authorities	The activists were sanctioned to 15 days of jail for breaching the Russian law on the behaviour of sports event spectators

2.4 Accessibility and inclusiveness



In order to share the experience of the FIFA World Cup with as many fans as possible, FIFA and the LOC developed and implemented measures to ensure a barrier-free environment and make the competition accessible to all. Those efforts included infrastructure solutions, special ticketing categories, training for personnel, and dedicated services for disabled people and people with limited mobility in line with the FIFA Statutes, best practices, stadium requirements, recommendations and Russian regulations.

Infrastructure solutions

Work on organising a barrier-free and inclusive event started as early as the planning phase for the construction, major renovation and overlay structures of the FIFA World Cup stadiums. Based on FIFA's requirements and recommendations as well as Russian legislation on accessibility, accessible seating was installed and accessible parking areas, rest areas, dedicated pathways and entrances, lifts, routes, and toilets were made available in all 12 stadiums.

Tickets reserved for disabled people and people with limited mobility

In each stadium and for all matches, FIFA offered a dedicated allocation of tickets for purchase by disabled people and people with limited mobility. These "special access tickets" were available via www.fifa.com/ticketing in four categories (see Table 10), including

a free complimentary ticket for a companion to provide assistance before, during and after the match for all except extra-width-seat ticket holders. All special access ticket applications and documents of proof were screened and verified by experts working for the Centre for Access to Football in Europe (CAFE) or by ticketing staff trained by CAFE. Overall, FIFA made available 23,352 special access tickets and 18,156 free companion tickets.

Accessibility services on matchdays for disabled people and people with limited mobility

For all of the FIFA World Cup matches, special services were put in place by the LOC's Spectator Services team and others to help disabled people and those with limited mobility to access their seats in the stadium. These services were described in the Spectator's Accessibility Guide in English and Russian developed by CAFE, FIFA and the LOC. The services included accessibility assistance points, shuttle services to help transport people to and from key points and a wheelchair escort programme for people with limited mobility. Food and beverage concessions also catered to disabled people and people with limited mobility by making available lower counters and personnel who were trained to provide the appropriate customer service. In addition, staff who walked around the stadiums selling beverages (hawkers) were trained to target those sitting in special access areas to enhance their stadium experience.

Live audio-descriptive commentary for blind and partially sighted people

For blind and partially sighted fans to enjoy a full football stadium experience, understanding what is happening on and off the pitch is vital. The LOC's Spectator Services team set up and provided an audio-descriptive commentary service in Russian at all stadiums and in English at selected stadiums. Each stadium was required to have a minimum of 200 sets of headphones available for ticket holders. The specially trained commentators provided additional information about all of the significant visual details inside the venue, setting the scene by depicting the body language and the facial expressions of the main protagonists in words, as well as the team movements, kit descriptions, and any other relevant aspects to fully convey the spectacle and atmosphere in the stadium.

Services for the deaf and hard of hearing

In addition, FIFA offered highlights of all 64 World Cup matches in international sign language after the final whistle of each match for the 70 million people around the world who are deaf or hard of hearing.



Table 10: ticket numbers per special access category

Ticket category	Tickets made available	Ticket allocation	% of tickets allocated
Overall, special access tickets (in brackets, number of free companion tickets)	24,869 (20,503)	23,352 (18,156)	94%
<ul style="list-style-type: none"> Wheelchair-user places Standard easy-access seats Easy-access amenity seats Easy-access extra-width seats 	11,902 4,499 4,102 4,366	10,774 4,369 3,955 4,254	91% 97% 96% 97%

Figure 13: monitoring of accessibility in each stadium

Monitoring of accessibility in each stadium

Accessibility monitors trained by CAFE attended the first two matches in each stadium and the two semi-finals. Accessibility monitors were disabled people who attended the matches as ticket holders and monitored infrastructure and services offered to disabled people and people with limited mobility. At the end of each match, they submitted a report to FIFA and the LOC for the organisers to know what was working well and improvements needed to be made for future matches. In addition, sustainability volunteers conducted a survey at each match. Between 30 and 50 disabled people and people with limited mobility were interviewed based on a set of pre-defined questions on their overall match experience. CAFE compiled the responses in a report for each match which also provided FIFA and the LOC with recommendations on what improvements could be made. The overall satisfaction rate of the 1,885 people interviewed was 4.85 out of 5.

2.5 Tobacco-free events

FIFA has long been committed to protecting the right of non-smokers to breathe air that is not contaminated by carcinogens and other harmful substances in tobacco smoke and e-cigarettes. Since 2002, FIFA World Cups have been smoke-free. For the 2018 FIFA World Cup Russia, FIFA and the LOC put measures in place to support staff and stakeholders in implementing tobacco-free events based on FIFA's own policy and guidelines.

FIFA's Tobacco-Free Policy and other guidelines

FIFA's commitment to making all FIFA events non-smoking is enshrined in the Tobacco-Free Policy for FIFA Events of March 2017. It follows the recommendations of the WHO for mega-sporting events and aims to protect the health of players, spectators, staff, volunteers, media representatives and other visitors.

FIFA has also developed internal guidelines for staff to facilitate the implementation of the policy to ensure that the 2018 FIFA World Cup and other related events in Russia would be tobacco-free.

Measures before and during the 2018 FIFA World Cup in Russia

In 2016 and 2017, FIFA and the LOC hosted three conferences together with the WHO to promote a tobacco-free environment and healthy lifestyles, share experiences of past events, and take into account the specific aspects of the host country. In addition, tobacco-free training was developed and provided to venue staff, stewards, police officers and concessions staff at the stadiums.

Delivering a tobacco-free tournament has proven to be challenging, with fans from all over the world accustomed to different policies in their own countries. Visual and audio communication was vital in reaching out to the target audiences,

as was providing information in the Stadium Code of Conduct, which was available to all ticket holders. As signage is key to a successful tobacco-free policy, the location, type and number of signs was determined for each area, with wordings in Russian and English. Audio announcements reinforced the "no tobacco" message. Furthermore, on the giant screens in all stadiums, a video with FIFA Legend and former Spain defender and FIFA World Cup winner Carles Puyol was played with the message: "Stay healthy, don't smoke".

During events, monitoring and enforcement focused on sites at which large crowds congregated, such as the stadiums and the FIFA Fan Fests. All indoor and outdoor areas, including offices, were tobacco-free, and there were no designated smoking areas in any of the stadiums. In addition, there were efforts by local police to support the enforcement of the tobacco-free policy, since smoking at the stadiums was also prohibited by Russian law. To curb smoking, ashtrays were removed to avoid sending mixed messages to smokers.

With the Tobacco-Free Policy for FIFA Events, FIFA and the LOC were able to strengthen FIFA's long-standing commitment to providing a healthier tournament for all. Although the policy was ignored by numerous ticket holders, FIFA took additional steps to strengthen its policy. The 2018 FIFA World Cup provided many lessons, such as the need to work more extensively with security staff and local police to enforce the policy in stadiums. These lessons will help FIFA to steadily improve the enforcement of its tobacco-free policy in the future.

Figure 14: *basis for the Tobacco-Free FIFA World Cup Guidelines*

The Tobacco-Free FIFA World Cup Guidelines are based on FIFA's experience of past events and the following references:

- The WHO's A Guide to Tobacco-Free Mega Events.
- The WHO Framework Convention on Tobacco Control (WHO FCTC), an evidence-based treaty that reaffirms the right of all people to the highest standard of health. In March 2015, 180 countries were parties to the WHO FCTC. Russia has been a party since 2008. WHO FCTC articles 8, 12, 13 and 16, and the guidelines to articles 8 and 13, were used as a reference for the WHO's A Guide to Tobacco-Free Mega Events.
- The European Healthy Stadia Network's Tobacco-Free Stadia Guidance: Main Guide.
- Russian federal law no. N 15-FZ of 23 February 2013: Protecting the Health of Citizens from the Effects of Second-Hand Tobacco Smoke and the Consequences of Tobacco Consumption.
- Other applicable Russian federal laws and local regulations.

2.6 Medical services and anti-doping

Medical services during the 2018 FIFA World Cup in Russia ran very smoothly thanks to an excellent collaboration between the FIFA and LOC medical teams. Medical services were provided at stadiums, on the way to the stadiums, at FIFA Fan Fests, Team Base Camps, training sites, FIFA hotels and team hotels, and the International Broadcast Centre.

FIFA and the LOC accredited 6,455 medical staff, with more than 4,000 health professionals at the stadiums in the 11 Host Cities. In total, 14,293 medical encounters were reported of which 5,962 were at the stadiums on matchdays with an average of 93 encounters per matchday. There were 205 ambulances and 155 medical stations located across all stadiums and on the way to the stadiums in the 11 Host Cities. In addition, there were 343 mobile medical teams on-site. Furthermore, numerous medical evacuation helicopters were on stand-by for remote Team Base Camps.

Sudden cardiac arrest

FIFA provided the LOC with 47 automated external defibrillators in addition to the existing ones at stadiums, FIFA hotels and team hotels. FIFA's Tournament Medical Officer trained the LOC medical staff to implement the training programme for local

medical staff in the Host Cities. In doing so, the aim was, and is, to raise awareness on and help prevent death by sudden cardiac arrest.

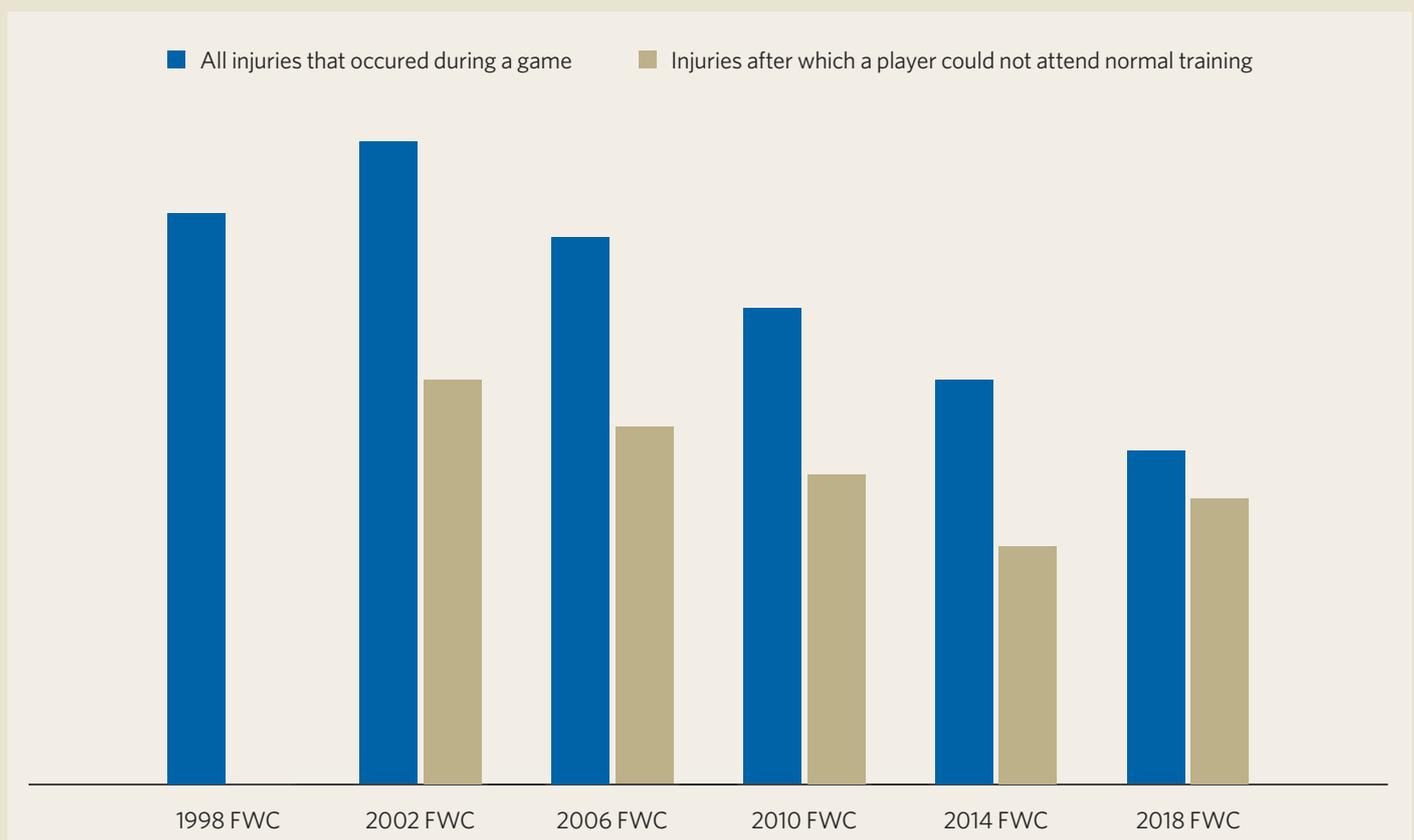
Injury, illness and medication surveillance

All 32 participating World Cup teams' doctors were required to report daily players' injuries, illnesses, as well as list all prescribed medication. In Russia, 87 injuries were reported by team doctors with an average of 1.36 per match (see Figure 15).

Anti-doping

The testing programme in place this year was the largest ever conducted for a FIFA World Cup. As of January 2018, a total of 2,037 tests were conducted by FIFA, National Anti-Doping Organizations and confederations with 3,985 samples (1,928 urine, 1,031 whole blood and 1,026 serum). A total of 2,761 samples were handled directly by FIFA in unannounced controls prior to the competition and 626 in competition, including 108 that were collected on non-matchdays. Every player from the teams who qualified for the semi-finals was tested on average 4.41 times as of January and some even eight times. Every player present at the 2018 FIFA World Cup was tested at least once as of January 2018.

Figure 15: average number of injuries reported per match by team doctor

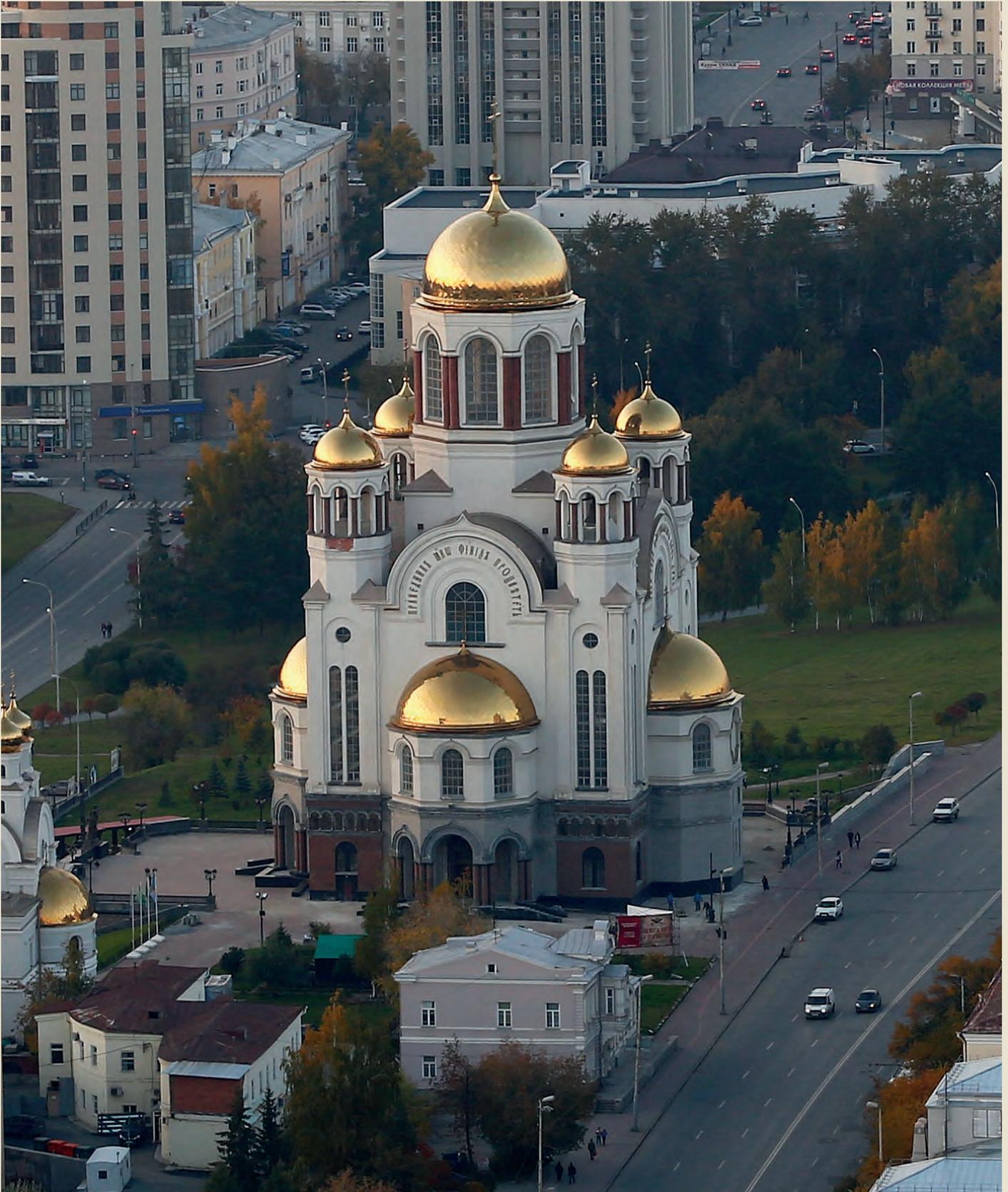


2.7 Cultural heritage

Given Russia's rich history and diverse nationalities, preserving its cultural heritage was identified as an important social issue to be addressed in the Sustainability Strategy. In a first step, and as part of the environmental risk assessment study, FIFA and the LOC identified all of the cultural heritage sites located in the vicinity of the FIFA World Cup stadiums and FIFA Fan Fests. Secondly, the information on the locations of all identified cultural heritage sites were integrated into the maps for stadiums and Fan Fests. Subsequently, the LOC informed all parties involved in the construction, renovation and overlay of the stadiums

about the sites. Cultural heritage was also included as a topic in the sustainable building workshops provided by the LOC Sustainability team. The information provided also included a list of prohibited items and possible penalties for non-compliance with the requirements of the federal law of the Russian Federation on protecting the country's cultural heritage. To prepare for all eventualities, the LOC also developed and implemented a special procedure and monitored the situation on-site during the tournament. There were no incidents affecting Russia's cultural heritage.





2.8 Capacity-building

Maintaining and improving human capital, particularly through capacity-building that expands individual knowledge bases, is a key element for social development. The preparation and staging of the largest single-sports event in the world provides those involved with many opportunities to hone existing skills or acquire new ones that can also be applied at future events or in other professional areas.

To prepare the workforce (staff, stewards, food and beverage concessionaires, etc.) and volunteers for their tasks, FIFA and the LOC developed a variety of training programmes tailor-made to the functions and responsibilities an individual had at the tournament. The training sessions were delivered face-to-face in classrooms, directly at the venues as well as at other locations and also through online training modules. Sustainability and sustainable development were part of the basic training modules. For specific topics which were essential in delivering the Sustainability Strategy, such as diversity and anti-discrimination, audio-descriptive commentary, accessibility etiquette and sustainable driving training programmes were developed and organised by FIFA and the LOC, at times, in collaboration with expert service providers.

Capacity-building was also an important element of the stakeholder engagement process implemented by FIFA and the LOC. The aim was not only to gather input from actors involved in the organisation of the FIFA World Cup but also to provide them with information and training on new topics such as decent work, health and safety, tobacco-free events, accessibility and sustainable stadium certification (see Figure 5).

In addition to capacity-building, FIFA and the LOC also developed and implemented educational programmes for children and young people. The school lessons for children delivered in all 11 Host Cities focused on topics such as diversity and anti-discrimination, biodiversity and climate change. The FIFA Foundation Festival 2018 offered young people from around the world a programme with workshops and activities to develop their social and leadership skills further and exchange experiences with their peers from other countries.

Table 11: key training programmes implemented for topics essential for delivering the Sustainability Strategy

Topic	Description
Decent working conditions	See information on workshops for stadium authorities and training for construction companies in chapter 2.1 Decent working conditions for construction workers
Diversity and anti-discrimination	See information on diversity training for staff, volunteers and stewards in chapter 2.2 Diversity and anti-discrimination
Audio-descriptive commentary for blind and partially sighted fans	See information in chapter 2.4 Accessibility and inclusiveness
Training on customer services for disabled people and people with limited mobility	See chapter 2.4 Accessibility and inclusiveness
Tobacco-free events	Events organised in collaboration with the WHO on ensuring a tobacco-free environment, see chapter 2.5 Tobacco-free events and Figure 5: overview of a selection of stakeholder events
Delivering programmes for intellectually disabled children	See information on the Football for Hope Forum 2017 and the adidas Exchange Programme 2017 in chapter 2.9 Social development through football
Capacity-building and exchanges of best practices for and among NGOs	See Football for Hope Forum 2017 in chapter 2.9 Social development through football
Leadership programme for 57 young leaders identified by their organisation as potential leaders in their community.	See FIFA Foundation Festival 2018 in chapter 2.9 Social development through football
Training for medical emergencies	See chapter 2.6 Medical services and anti-doping
Sustainable driving for FIFA World Cup fleet	See Figure 16: sustainable training for drivers
Sustainable construction standards	See chapter 4.2 Sustainable stadiums
Training programme for job searching and/or professional re-orientation	See chapter 1.7 The workplace at the 2018 FIFA World Cup

Figure 16: sustainable training for drivers

Sustainable training for drivers

Ground transportation of staff, service providers, teams and guests is an essential aspect in ensuring a smooth operation of the FIFA World Cup. The official fleet in Russia consisted of hundreds of cars and buses. In addition to the basic training of drivers to ensure safe transfers, a special module for sustainable driving was integrated into the overall training programme. The material provided included environmental guidelines for drivers on avoiding special protected areas, preventing vehicle oil spills, when to turn off the engine, limiting the use of air conditioning, driving smoothly and, where possible, taking the shortest route. It also included information on customer relations, in particular how to attend to disabled people and people with limited mobility. Prior to the start of the tournament, all 1,533 drivers received training. Sustainable driving is a relatively new aspect in Russia and this initiative was considered by the LOC to be a positive legacy of the tournament.



2.9 Social development through football

Football brings people together, transforms lives and inspires entire communities. It creates powerful opportunities to break down barriers to social development, education and healthcare. This is evidenced by the hundreds of community organisations that are active in delivering social projects through football across the globe. They do this, for example, through regular football training sessions to get young people off the streets, after-school football programmes that offer extra academic tuition, mixed football matches to promote gender equality and special sessions that intertwine football skills with awareness-raising on public health issues.

In support of their work and to promote the use of football for development in Russia, FIFA and the LOC implemented a financial support programme, the Football for Hope Forum 2017, the adidas Exchange Programme 2017 and the FIFA Foundation Festival 2018.

Mapping organisations

In its long-standing programme to promote the use of football for development, FIFA had never supported a community programme in Russia before. As a first step, FIFA and the LOC commissioned a study to search and map organisations in the 11 Host Cities in Russia that were already using football to achieve social development goals. The results of this study allowed FIFA to expand the number of programmes supported in Russia, increase the impact of these initiatives and strengthen social development through football as a legacy of the 2018 FIFA World Cup in Russia.

From July 2015 to March 2016, approximately 190,000 not-for-profit organisations were screened. It turned out that football was not yet being used widely by NGOs in Russia as an integral part of delivering programmes, and that there was potential to promote the social aspect of the game further. Twenty-eight organisations were shortlisted as potentially fitting the evaluation criteria and invited to submit a profile questionnaire to obtain the organisational, financial and programming data necessary for review. Ten of the organisations decided not to complete the profile questionnaire due to a lack of time or an inability to provide the requested information and to comply with the stipulated criteria. After carefully reviewing and assessing the profile questionnaires received, six organisations were defined as eligible and invited to apply for financial support.

Financial support for NGOs

In 2017 and 2018, FIFA continued its successful financial support programme for NGOs around the world, for the first time inviting the six new eligible Russian organisations. Out of the five Russian NGOs that had submitted a proposal to receive financial support for implementing football-based community programmes in 2017 and the six that submitted an application for 2018, four received support for 2017 and four for 2018. Overall, the programme supported 99 NGOs globally in 2017 and 101 in 2018. The support programme will continue in 2019.

Forum to explore football's contribution to development

The number of organisations and programmes that are using football for social change is constantly growing, as is their impact. To explore and promote the contribution of this movement to social and human development globally, FIFA and the LOC brought together representatives from such NGOs as well as other guests from football and international organisations. At the Football for Hope Forum 2017 that took place between 26 and 28 June in Kazan, the participants discussed the challenges, needs and realities of NGOs on the ground, explored football's contribution to SDGs, and discussed ways to strengthen development through football in the host country. In the discussions, SDGs related to the promotion of health (Goal 3), gender equality (Goal 5) and education (Goal 4) were identified as the most relevant for development through football on which FIFA and the NGOs should focus. From an operational point of view, the exchange with NGOs revealed financial security, local politics and human resources to be the key challenges to the implementation of programmes on the ground. All key outcomes of the discussions were shared with all participants in a final report.

Workshop on delivering programmes for intellectually disabled children

In their effort to promote the use of football for social development, FIFA and adidas have partnered up to provide NGOs with the opportunity to exchange and develop expertise and skills that are vital for an effective programme delivery. Over the past years, workshops have been organised in different regions of the world. The capacity-building workshop linked to the 2018 FIFA World Cup took place in Moscow from 16 to 19 October and was hosted by Downside Up, a Russian organisation that is teaching football to children with Down's syndrome. The main objective of the workshop was for the participants to understand the basic needs of children and young people with an intellectual disability, and to learn how to deliver football coaching sessions to them. The workshop was attended by representatives from 25 NGOs from Russia and Europe.

FIFA Foundation Festival 2018

The FIFA Foundation Festival took place in Moscow from 23 June to 3 July and brought together 297 participants from mixed delegations from 48 NGOs from 37 countries (see Table 12). All participants work year-round to make a positive difference through football in their communities and were invited by FIFA to attend the event.

The first part of the festival was centred around a leadership programme for 57 young leaders identified by their organisation as potential leaders in their community. During three days, a programme developed by FIFA and its service providers offered the participants opportunities to further develop their skills to manage social projects while also being trained in the football3



methodology. Those young leaders then got to apply their newly acquired skills right away and integrated them into the programme delivery of the second part of the festival with the 192 young participants between the ages of 14 and 18.

The programme of the second part of the festival included capacity-building workshops, outdoor activities, sightseeing, cultural presentations and attendance at the 2018 FIFA World Cup match between Russia and Spain. The festival culminated in a football tournament on the Red Square that followed the football3 methodology – a different way of playing the game that is changing lives across the globe. Like the name suggests, football3 has three “halves”. It also has no referees. Mixed gender teams decide the rules before they play and then come together at the final whistle to reflect on their behaviour, with points awarded not only for goals but also fair play.

FIFA Foundation: Play Together. Bring Smiles.

As the world’s number one sport, football is uniquely placed to strengthen initiatives that can improve the lives of young people around the world.

Established in March 2018, the FIFA Foundation was created as an independent entity with the objectives of helping promote positive social change around the world and raising support for the recovery and reconstruction of damaged or destroyed sports infrastructure worldwide.

These social responsibility goals are overseen by the FIFA Foundation Board, which is led by the FIFA President Gianni Infantino and may be supported by FIFA, FIFA Partners and FIFA Legends. The FIFA Foundation’s approach is innovative, modern and digital in its communication and fundraising activities.

Table 12: list of NGOs that participated in the FIFA Foundation Festival

Name of organisation	Country of organisation
Africa	
Africaid - WhizzKids United	Ghana
Chiparamba Breakthrough Sports Academy	Zambia
Delta Cultura Cabo Verde	Cape Verde
Horn of Africa Development Initiative	Kenya
Iringa Development of Youth, Disabled and Children Care	Tanzania
Kick4Life FC	Lesotho
Mathare Youth Sports Association	Kenya
Moving The Goalposts	Kenya
Single Leg Amputee Sports Association	Sierra Leone
South Eastern District Youth Empowerment Association	Botswana
Sport in Action	Zambia
The Goal	South Africa
Youth Empowerment and Development Initiative	Nigeria
Asia, Middle East and Australia	
Dream a Dream	India
Football for All in Vietnam	Vietnam
Football United	Australia
FundLife International	Philippines
Generation Amazing (Right to Play, Mercy Corps)	Pakistan, Nepal
Indochina Starfish Foundation	Cambodia
OSCAR Foundation	India
Right To Play	Pakistan
Salt Academy	Cambodia
Spirit of Soccer	Iraq
Oceania	
Football Federation American Samoa	American Samoa
Europe	
CAIS - Associação de Solidariedade Social	Portugal
Oltalom Sport Association	Hungary
RheinFlanke	Germany
Sport Against Racism Ireland	Republic of Ireland
Sport dans la Ville	France
Street League	England
Peres Center for Peace & Innovation	Israel

Name of organisation	Country of organisation
North and Central America and Caribbean	
Street Soccer USA	USA
America Scores	USA
Fútbol Más (HQ = Chile)	Haiti
Organización Juvenil Recrearte	Costa Rica
Sacred Sports Foundation Inc.	Saint Lucia
SEPROJOVEN	Costa Rica
Starfinder Foundation	USA
South America	
Asociación Civil Andar	Argentina
Fundación Colombianitos	Colombia
Formação - Centro de Apoio à Educação Básica	Brazil
Fundação Esportiva Educacional Pró Criança e Adolescente	Brazil
Fundação Gol de Letra	Brazil
Fundación de las Américas	Ecuador
Fundación Educere	Chile
Instituto Fazer Acontecer	Brazil
Tiempo de Juego	Colombia
Russia	
Downside Up	Russia
Pskov regional branch of Russian Children's Foundation	Russia
Perspektiva	Russia
Fond Podelis Teplom	Russia





3. Enhancing local economic development

Preparing and hosting a FIFA World Cup is a huge project that involves and affects numerous stakeholders and regions in the host country. Substantial development of the sport, transport and hotel infrastructure is needed and there is also significant potential for the development of human capital, alongside the opportunity provided by hosting the event to contribute to job creation, enhance local investment and boost the host country as a tourist destination. In Russia, all stakeholders involved in the event organisation, including FIFA and the LOC, worked together to achieve sustained and inclusive economic development.

Local investment

The preparations for the tournament saw substantial investment by FIFA (almost USD 700 million) to ensure the implementation of all of the LOC's operational responsibilities. In addition, the Russian government and other authorities provided finance to ensure that all infrastructure and services would meet the requirements for staging a first-class 2018 FIFA World Cup. Through the LOC's procurement programme, 97.45% of the budget was allocated to local suppliers (see chapter 1.8) and 99% of the workforce was local. For the official stadiums, substantial effort was made to use materials and equipment that were produced in Russia. The preliminary impact study carried out by the LOC and the Russian Federation estimated that over USD 15 billion (RUB 952 billion) had been injected into the economy between 2013 and 2018, corresponding to approximately 1% of Russia's annual GDP (see Figure 17).

Job creation and capacity development

To deliver the 2018 FIFA World Cup, FIFA and the LOC hired a local workforce of over 600 staff by early 2018 and over 17,000 volunteers (see chapter 1.7). Both organisations strove to ensure fair labour practices for their staff, as well as a safe and healthy workplace. The large majority of the workforce and volunteers were of Russian origin, ensuring a substantial investment in the local labour market. Volunteers as well as permanent staff benefited from tailor-made training programmes to prepare them for the staging of the tournament, promoting the development of their capacities so that they could also be applied at future events or other professional areas (see chapter 2.8).

All other organisations involved in the preparation and staging of the FIFA World Cup, including Host Cities, host regions, government entities, stadium authorities and hotels, also created employment opportunities for the more than 300,000 people directly involved in the operational delivery of the tournament in June and July 2018, and an estimated 315,000 jobs were created and supported annually during the preparation and hosting of the tournament.

Infrastructure development

In the preparations for the 2018 FIFA World Cup, 12 football stadiums were constructed and/or renovated to accommodate the over 1.1 million spectators. As well as requiring sustainable building certification, the stadiums were built with the aim of boosting the national football leagues and becoming the new homes for local football clubs as well as hosting other events in the future. To ensure adequate services for all fans attending the FIFA World Cup matches and any of the other official events in the Host Cities, money was invested in infrastructure projects in all Host Cities for transport systems, airports, accommodation, healthcare and recreational areas, the latter contributing to urban regeneration. For example, eight railway stations and 16 hospitals were renovated and modernised for the event. The LOC actively participated in the development and monitoring of the implementation of the stadiums as well as other infrastructure programmes, thus ensuring local economic development in Russia throughout the FIFA World Cup.

Tourism

Major sports events, such as the FIFA World Cup, can be a catalyst for attracting visitors, increasing the amount they spend and the length of their stay. The LOC and the Russian tourism industry made a huge effort to facilitate the entry into Russia of hundreds of thousands of tourists, making them and the other fans travelling within the country welcome. A total of 137 hotels were built or renovated just to accommodate guests of FIFA and the LOC, and hundreds of performances were organised across all 11 FIFA Fan Fests to entertain the over seven million fans in attendance.

Along with the necessary infrastructure, the measures taken included a dedicated FAN ID that provided visa-free entry to Russia for all foreigners and also offered them the opportunity to travel by train for free between Host Cities. The special online tourism portal www.welcome2018.com, created by the Russian Ministry of Sport and supported by the LOC, provided information on the best places in town, parks, walks, museums, theatres, restaurants and much more for each Host City in five languages (Russian, English, Spanish, German and French). The portal had an average of 1.5 million visitors per day during the 2018 FIFA World Cup period.

Leading up to the tournament, FIFA, the LOC and Coca-Cola organised the FIFA World Cup Trophy Tour by Coca-Cola, which brought the FIFA World Cup Trophy to 91 cities in 51 countries. Not only was it a rare and precious occasion to see the original trophy up close, with more than 800,000 fans in Russia and worldwide attending the events, it was also a special opportunity to bring the host country of Russia "closer" to people around the world.

Figure 17: findings of the Report on economic, social, and environmental impact of the 2018 FIFA World Cup Russia™

Evaluation of the economic impact of the 2018 FIFA World Cup

- ◆ **RUB 952 bn** is the amount of the total impact of the 2018 FIFA World Cup on the GDP of Russia between 2013 and 2018, which equates to approximately 1% of the annual GDP.
- ◆ **Up to 315,000** jobs were created and maintained per year during the preparation and hosting of the 2018 FIFA World Cup, which led to an increase in personal income by RUB 459 bn.
- ◆ **RUB 164 bn** of incremental tax revenues were added to the federal and regional budgets for the period between 2013 and 2018 as a result of the preparation and hosting of the 2018 FIFA World Cup.
- ◆ **An increment of 2-20%** of the annual GRP was added to the economy of each of the host regions as the combined impact of the 2018 World Cup.
- ◆ **RUB 150-210 bn** is projected to be added to the GDP of Russia as the long-term annual impact of the 2018 FIFA World Cup for the next five years (2019-2023).



4. Protecting the environment

4.1 Waste management and recycling

Disposing of waste in a sensible manner is a vital task for any large-scale event. Organising the FIFA World Cup involves the construction of stadiums and infrastructure facilities, as well as catering, transport, and accommodation for millions of spectators. These operations and services have the potential to generate a significant quantity of waste, posing potential dangers to the environment and the communities nearby. Consequently, developing and implementing an effective concept for waste management and recycling was essential in making the tournament in Russia more sustainable.

A dedicated waste management team

With the above in mind and to manage waste disposal at all stadiums and venues of the final competition effectively, the LOC created a dedicated Cleaning and Waste Management Department with managers in each Host City. Together with the stadium and Host City authorities, this team of 16 staff members developed and implemented the comprehensive Waste Management Concept for the 2018 FIFA World Cup. The concept was built around the following key goals:

- to determine the priority areas of waste management according to government regulations, regional waste management facilities, expected types of waste, etc.;
- to minimise waste generation at source;
- to set up an efficient waste collection, handling, and disposal system, which included recycling for all venues;
- to ensure the support of attendees in reducing and segregating waste via an information programme.

For waste segregation and recycling, the Cleaning and Waste Management Department hired a waste management contractor who provided additional staff for each stadium. Furthermore, the segregation and recycling process was supported by volunteers in each Host City during the tournament.

Determining priority areas

Waste management operations for an event that crosses different regions and spans over a large area can be daunting and resource intense. To ensure that the waste management programme implemented for the FIFA World Cup was as effective and efficient as possible, the team carefully researched and reviewed regulatory requirements, regional waste management facilities, suitable service providers, and the behaviour of football spectators.

Minimising waste generation at source

Minimising waste production is the primary and most efficient method of waste management; not only does it allow resources to be preserved and the negative environmental impact to be reduced, but it also ensures savings on financial resources spent on collecting, transporting, processing, and disposing of waste.

The Cleaning and Waste Management Department provided the stadium authorities and their workforce, as well as the service providers, with guidelines to minimise packaging. They also engaged proactively with key operational groups to seek ways of minimising waste at source. For example, soft drinks were served in reusable cups.

A two-bin system

The basis of the waste management programme at all venues was a two-bin system which segregated the collection of waste by recyclables and general waste streams (see Figure 18). These bins were placed in visible and accessible places. They were always positioned in clusters to ensure staff, volunteers, service providers and ticket holders always had both options in proximity to each other, in order to minimise the intermixture of waste streams.

This collection system was complemented by a precise cooperation between the cleaning service provider (a cleaning company), transport and waste processing operator and the volunteers to ensure that recyclable waste was further sorted and recycled.

Throughout the 64 matches and at the International Broadcast Centre, a total of 456.8 tonnes of waste were collected and recycled (see Table 13: volumes of waste recycled at the FIFA World Cup). General waste collection was the responsibility of the stadium authorities.

Education and awareness-raising

Correct disposal of waste by staff and event attendees was important to reduce the resources required at the back end. Consequently, the team trained LOC staff, volunteers, stadium authorities and service providers to ensure that all of them took a responsible approach to waste management issues. In cooperation with Coca-Cola, additional training on responsible waste management was provided by Coca-Cola to waste management volunteers and the workforce in ten stadiums. In addition, efforts were also undertaken to inform fans and attendees at the FIFA World Cup about the waste management and recycling system in the stadium. In cooperation with Coca-Cola, prominent informational signage as well as a video clip on recycling were visible at all stadiums during the entire tournament.

Table 13: volumes of waste recycled at the FIFA World Cup

Waste category	Tonnes
Paper/cardboard	297.2
Cans	46.4
PET	31.2
Plastic caps	1.3
LDPE film	16.5
Glass	34.6
Foam plastic	1.3
Wooden pallets	1.6
Plastic tableware	5.4
Cabling	21.2
Batteries	0.3
Cardboard spool	0.4
RECYCLED WASTE	456.8

Figure 18: segregation of recyclable and general waste at the 2018 FIFA World Cup



4.2 Sustainable stadiums

Football stadiums are the heart and soul of the FIFA World Cup, and their environmental sustainability is key to leaving a lasting legacy in the host country. In preparing for the tournament, construction and major renovation is almost always necessary. This is why, in 2012, FIFA introduced green building certification as a mandatory requirement for all official stadiums under construction or major renovation.

The aim of the requirement is to ensure that the construction and renovation of stadiums are carried out in a more sustainable manner, and that the design of stadiums considers key environmental, social and economic concerns that will allow for a more sustainable operation of the stadiums in the long term.

Overall, nine of the twelve stadiums were certified according to the new Russian standard RUSO and three stadiums used the international Building Research Establishment Environmental Assessment Method (BREEAM) standard, therefore fulfilling the FIFA requirements for official stadiums for the tournament (see Table 14).

FIFA requirements

FIFA's requirements are based on Leadership in Energy and Environmental Design (LEED) certification, an internationally acknowledged certification for green buildings that was used in certifying stadiums for the 2014 FIFA World Cup in Brazil. To obtain any certification, a building must meet certain criteria in different categories, including sustainable sites, water efficiency, materials, resources, energy, atmosphere, indoor environmental quality, and the innovation process.

As a minimum requirement, FIFA has set a certification level equivalent to 40 to 49 points in the LEED rating system. However, understanding that there are differences between countries regarding national building requirements and available certifications, FIFA leaves it open to authorities to choose another standard that fits their needs better. In cases where the stadium

chooses another certification, FIFA reviews and compares the proposed standard and certification levels.

New standard for Russia

As part of massive preparations for the 2018 FIFA World Cup Russia, a Russian consortium of scientific, engineering and construction professionals, with the support of the Russian Ministry of Natural Resources and Environment and the LOC, developed a completely new standard for football stadiums in Russia, taking into account international standards, Russian legislative practices and construction standards. 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 sustainable construction standards and legal frameworks.

Table 14: sustainable construction certification standards used by 2018 FIFA World Cup stadiums

Name of stadium	Certification standard
Ekaterinburg Stadium	RUSO
Fisht Stadium	BREEAM in use
Kaliningrad Stadium	RUSO
Kazan Arena	RUSO
Luzhniki Stadium	BREEAM
Mordovia Arena	RUSO
Nizhny Novgorod Stadium	RUSO
Rostov Arena	RUSO
Saint Petersburg Stadium	RUSO
Samara Arena	RUSO
Spartak Stadium	BREEAM in use
Volgograd Arena	RUSO

Figure 19: FIFA review of standards

In cases where the stadium uses a certification other than LEED, FIFA reviews and checks the proposed standard and certification levels.

The aim of the review by the FIFA expert is:

- to examine whether the proposed standard covers the FIFA requirements;
- to determine if there are sustainability topics and indicators that are missing or that still need improvement;
- to identify sustainability aspects that are covered in addition to the FIFA requirements; and
- to define the minimum level of certification for that particular certification to fulfil the FIFA requirements.

The new RUSO standard was reviewed by FIFA and a minimum of 341 points was set as a benchmark for stadiums using it as certification.



Registered in March 2016, the new RUSO standard takes into account FIFA World Cup requirements, international sustainable construction 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. Social and economic criteria have also been taken into account, such as accessibility and economic efficiency.

Capacity-building workshops

With the aim to continue to foster green building standards in Russia, the LOC organised five workshops between June 2013 and April 2017 to review current practices of the application of sustainable construction standards, best practices for innovative design solutions, stadium operations, and the new Russian certification. The workshops took place in Moscow and were attended by stadium authorities, environmental protection experts, representatives of design organisations, developers and regional environmental authorities.

4.3 Carbon management and climate change

In 2016, FIFA joined the UN 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 to become greenhouse gas emission-neutral by the mid-21st century, and committed to measuring, reducing and offsetting all of its own greenhouse gas emissions at the 2018 FIFA World Cup Russia.

Impact measurement

FIFA and the LOC teamed up with experts to estimate the emissions related to the World Cup in Russia. The 2018 FIFA World Cup greenhouse gas accounting report showed that the event was expected to generate more than 2.1 million tonnes of CO₂ equivalents (see Figure 20 and Table 15). With 74.7% of total emissions, international travel to Russia and travel between and within Host Cities were the major contributors.

Of all the emissions, FIFA and the LOC controlled 11.2%, which corresponds to 243,322 tonnes. This includes the direct and indirect emissions over which FIFA and the LOC had complete or partial operational control, particularly travel and accommodation emissions of FIFA and LOC personnel, venue operations personnel, volunteers, teams, referees and delegates.

Reduction of emissions

For the 2018 FIFA World Cup, FIFA and the LOC took measures to reduce the emissions and environmental impact under their operational control. As early as April 2018, FIFA launched a climate action campaign in which it offset 2.9 tonnes of CO₂ equivalents for free for every ticket holder who signed up. This was the average emission per ticket holder travelling from abroad to the 2018 FIFA

World Cup. When signing up, fans automatically entered a prize draw to win two tickets for the World Cup final.

Furthermore, FIFA and the LOC, together with authorities in the host country and the Host Cities, offered ticket holders free train and public transport services between and within the Host Cities for the duration of the tournament and on matchdays. Drivers of the official fleet received training on avoiding special protected areas, preventing vehicle oil spills, when to turn off the engine, limiting the use of air conditioning, driving smoothly and, where possible, taking the shortest route.

With the aim of separating waste streams and reducing the volume of waste sent to landfill, a waste management and recycling programme for events related to the tournament was implemented. In addition, all stadiums were required to have green certification to ensure sustainable construction and design that covered key environmental and social aspects, thus allowing for sustainable stadium operation in the long term with regard to energy efficiency.

Offsetting of emissions

Where emissions controlled by FIFA and the LOC could not be eliminated entirely, they were offset through a verified low-carbon project in Russia and through UN-backed projects. In addition to the 243,322 tonnes of CO₂ equivalents controlled directly by FIFA and the LOC, 16,075 tonnes were offset as a result of the climate action campaign for ticket holders. Such projects not only support the environment, but also benefit local communities through employment, training and support for local charities (see Table 16).

Table 15: results by scope

Scope	tCO ₂ e	% of total
Scope 1: direct GHG emissions	8,641	0.4%
Scope 2: indirect GHG emissions from purchased electricity, heat and steam	21,921	1.0%
Scope 3: other indirect GHG emissions	2,136,556	98.6%
Total	2,167,118	100%

Figure 20: the distribution of emission sources for the 2018 FIFA World Cup

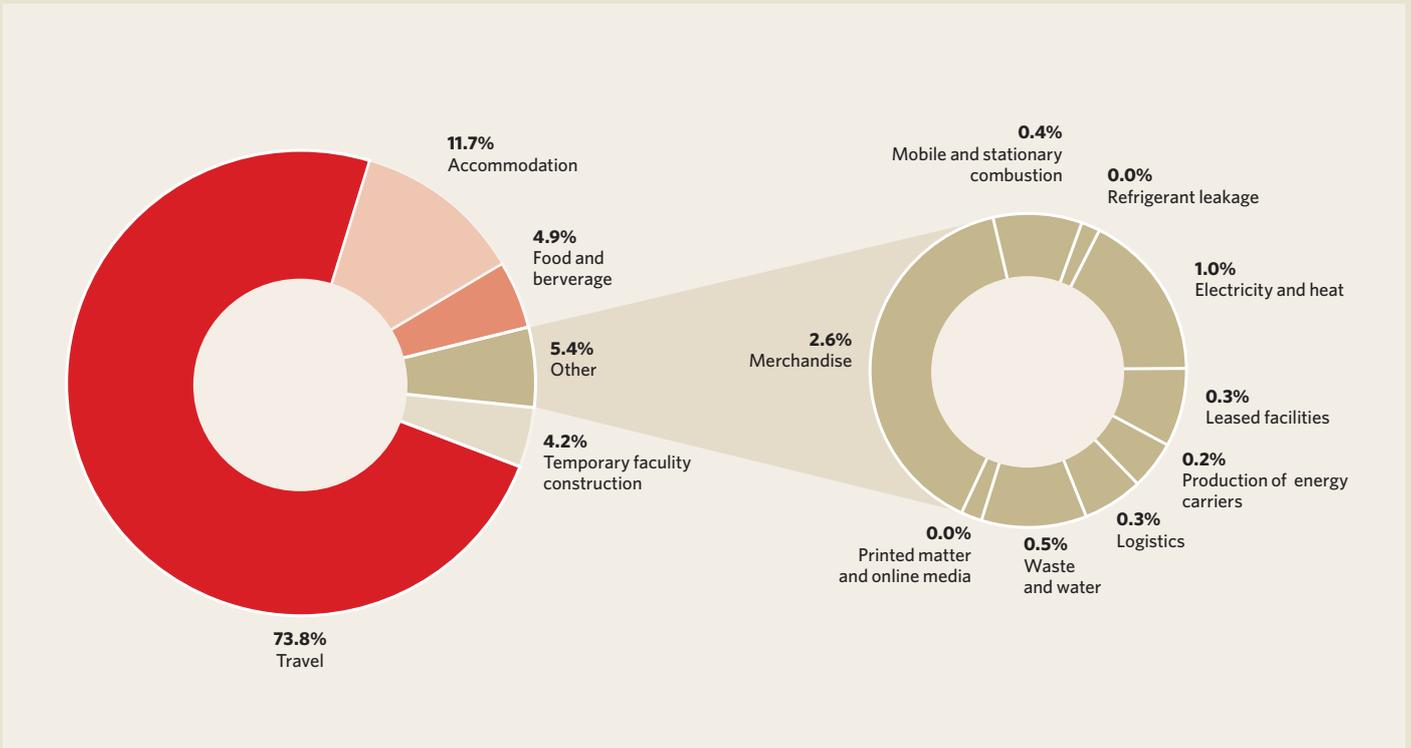


Table 16: offsetting projects for the 2018 FIFA World Cup

<p>Biomass energy project Russia 194,000 units <i>More information available at https://mer.markit.com</i></p>	<p>The low-carbon project near the city of Sharya in Kostroma Oblast replaces fossil fuels in a wood-processing manufacturing plant with biomass, which produces a substantial reduction in the plant's greenhouse gas emissions. This is the only climate project in the Russian Federation which has qualified for the high-quality Gold Standard and has led to substantial social, economic and environmental improvements in the whole region.</p> <p>Prior to the project, fossil fuels, namely peat and heavy oil, delivered the energy required by the manufacturing plant, while wood was only used as a productive input. Residues from wood processing were deposited in a dump near the factory. Due to anaerobic decay, this also led to the emission of methane, which is a more potent greenhouse gas than CO₂.</p> <p>The project reduces fossil fuel use by generating energy from biomass, mainly the wood residues which are a side-product of the wood processing in the factory. Before the implementation of the project, the wood residues used to be deposited in a nearby dump. They are now used in the central biomass combustion plant to help meet the company's energy demand.</p>
<p>Hydroelectric project India 13,186 units <i>Climate Neutral Now project number 1326</i></p>	<p>The hydroelectric project was developed on the Rangit River (a tributary of the Teesta River, which is the main river traversing the state of Sikkim, India). The electricity generated displaces grid-sourced electricity that is dominated by non-renewable fossil fuel resources, thereby reducing the carbon intensity of the Eastern Regional Grid. Furthermore, the project will result in a reduction in airborne pollutants, such as oxides of nitrogen, oxides of sulphur, carbon monoxide and particulates, through a reduction in the combustion of fossil fuels.</p>
<p>Palm oil wastewater treatment project Thailand 12,527 units <i>Climate Neutral Now project number 3335</i></p>	<p>The crude palm oil processing plant, located in Trang Province in southern Thailand, prevents wastewater from decomposing and generating methane, a greenhouse gas which contributes to global warming. Instead, the methane is used to generate electricity. Methane emissions are minimised and odour pollution reduced, which in turn contribute to the well-being of the community. In addition, this project also helps to raise environmental awareness among local agriculturists and surrounding communities.</p>
<p>Hydropower project Brazil 12,527 units <i>Climate Neutral Now project number 8018</i></p>	<p>The objective of this low-carbon project is to provide electric power to the national grid, replacing the electricity generated from fossil fuels with electricity generated through renewable sources. Moreover, the installation of two hydropower plants is helping to meet the growing energy demand in the Rio Grande do Sul state, to decrease the dependency on external energy and to contribute to environmental sustainability, as it increases the share of renewable energy in relation to the total electricity consumption in Brazil.</p>
<p>Efficient cooking stove programme Kenya 2,103 units <i>Climate Neutral Now project number 5336</i></p>	<p>The project is located in Kenya and provides locally made domestic fuel-efficient cooking stoves to rural households in the Mathira East, Eldoret East and Keiyo districts. The new stoves reduce the amount of wood fuel needed for cooking purposes, thereby reducing carbon emissions.</p> <p>The new fuel-efficient stoves replace the traditional "three-stone fires", which are thermally inefficient and create incomplete combustion and large amounts of smoke, as well as indoor air pollution. Indoor air pollution has been linked to a range of health problems, such as acute respiratory infections in children, chronic obstructive lung diseases (such as chronic bronchitis and asthma), lung cancer and neo-natal complications.</p> <p>The stoves provide the families with a cleaner, cheaper and easier way of cooking, due to the reduction of wood. In addition to reducing carbon emission, this project is community-led, with all of the stoves being made in Kenya. The improved stoves reduce indoor air pollution and cooking and wood collection time, allowing more time for other household tasks, as well as schooling and supervising children.</p>
<p>Methane capture and combustion from swine-manure treatment Chile 12,527 units <i>Climate Neutral Now project number 33</i></p>	<p>The project consists of an advanced improvement to the common practice of swine-waste treatment, reducing a significant volume of greenhouse gases. The technology implementation is based on the use of heated anaerobic digesters with flares and activated sludge plants.</p> <p>This project prevents waste biomass or waste water from decomposing and generating methane, which enters the atmosphere and contributes to climate change. The project co-benefits in the community are a reduction in air, soil and water pollution and an improvement of health and safety.</p>
<p>N₂O abatement project Pakistan 12,527 units <i>Climate Neutral Now project number 5461</i></p>	<p>This project converts N₂O (nitrous oxide) into substances with little or no global warming potential, therefore reducing their impact on the climate when they are released into the atmosphere. Project benefits include the preservation of the ozone layer and helping spread green technology worldwide.</p>

4.4 Biodiversity conservation and environmental protection

Biodiversity is a key indicator of a healthy ecosystem, without which none of us could survive. In recent years, the loss of biodiversity through human activity has accelerated, making its conservation, together with ongoing environmental protection, an important issue to be considered in all aspects of life, which is why FIFA and the LOC addressed the matter as part of the extensive preparations for and staging of the 2018 FIFA World Cup in Russia.

Assessment of environmental risks

To begin with, FIFA and the LOC commissioned their service provider KPMG to perform an environmental risk assessment and to map the natural sites as well as special protected areas in the vicinity of the stadiums, Host Cities and all official FIFA World Cup sites in Russia. Ten of the 12 stadiums were located close to rivers or the sea, which are usually areas of high sensitivity in terms of conservation and environmental protection.

Further analysis by the sustainability team also identified stray animals and oil spills as critical issues to be addressed with regard to operations during the tournament.

Stadium procedures for oil spills, stray animals and specially protected sites

To ensure clear procedures and good guidance for all operational teams working at the stadiums, the LOC developed three individual operating procedures and integrated them into the overall management of the 2018 FIFA World Cup. The procedures defined the responsible entities and the necessary steps to be taken if issues relating to oil spills, stray animals and specially

protected sites occurred. Everyone working at the tournament was trained by the Sustainability team on the operating procedures.

Awareness-raising for fans and children

To further raise awareness of biodiversity among football fans and the younger members of the general public, the LOC implemented a number of initiatives. Under the LOC's leadership, experts developed educational material called "Ecocity-2018" to be used in schools and educational institutions. Each set of materials included a book, two posters, an app and cards for augmented-reality models. A total of 132 sets were distributed across all Host Cities, and each regional environmental educational centre transferred the materials to the local schools for use by the teachers in their lessons. As a result, some 11,000 children were taught in the Host Cities and created environmental projects using the materials. The best projects were selected for an event held in every Host City. All of the winners were awarded adidas-branded prizes.

In addition, information, photos and guides for natural parks and protected areas in the vicinity of each Host City were uploaded in Russian onto the welcome2018.com online platform. Furthermore, a photo exhibition about specially protected areas and types of animals particular to Moscow was organised by the Department of natural resources and environmental protection of the Moscow City Administration during the summer of 2018 on the Gogolevsky Boulevard in Moscow. A photo exhibition at the Kremlin to show the natural beauty of Russia during the Final Draw for the 2018 FIFA World Cup was organised with the Russian Geographic Society.



2018 FIFA WORLD CUP RUSSIA

FIFA WORLD CUP
RUSSIA
2018

MOSCOW

2018
FIFA WORLD CUP
RUSSIA



5. Legacy of the 2018 FIFA World Cup

Only three decades ago, the FIFA World Cup was a considerably smaller event with a much smaller social, economic and environmental impact on the competition's host country and region. In recent years, however, the investments and requirements for staging such a mega-event have grown significantly. Today, hosting the FIFA World Cup provides countries with an opportunity to achieve substantial economic benefits from investment in local infrastructure, access to foreign investment and short-term job creation, all of which provide an immediate boost to the economy. Consequently, leaving a lasting and positive impact on the host country has become increasingly important for many of the actors involved in organising major sporting events, including sports organisations and LOCs, government authorities, Host Cities and sponsors.

A priority for Russia

With this understanding of the opportunity open to Russia, the preparation and organisation of the 2018 FIFA World Cup was declared a national priority from the very start. The Russian government developed specific regulations and set aside resources to be used by regions and municipalities in their preparations to stage the tournament. Concerning the stadiums and training sites developed to host the 32 national teams and offer them first-class training conditions, it was imperative for the government to ensure that the facilities would be used effectively after the tournament. All owners of the facilities were required to draw up and approve business plans for their multifunctional use post-tournament. The objectives, processes and requirements for this legacy are regulated by decree no. 1520-r of the Russian government.

The impact of the nationwide efforts is summarised in a comprehensive economic impact study that was developed by the LOC with support from the Russian government. As a basis, the experts used data including tourist spending during the tournament as well as investment and operating expenses for the FIFA World Cup preparations (see Figure 17). Similar methodologies were used for other international events such as the Olympic Games.

A priority for FIFA and the LOC

To shape their contribution to a positive legacy, FIFA and the LOC initially developed a comprehensive Sustainability Strategy for the planning, management and operation of the FIFA World Cup, identifying the material issues and clearly structuring their approach. The first priority was to ensure that the tournament was planned and delivered in such a way as to lessen the negative and enhance the positive impact on society, the economy and the environment, fostering a solid foundation for a longer-term impact and commitment. While most of the initiatives to implement the strategy focused on addressing the short-term impact and reducing the negative impact of event operations, FIFA and the

LOC complemented these measures by identifying and developing further action with the potential of having a longer-term positive impact on society and the environment in Russia.

Socio-economic impact

The preparations for the tournament saw substantial investment by FIFA (almost USD 700 million). This investment was provided to the LOC to fulfil its responsibilities under the Hosting Agreement, which necessitated the hiring of human resources as well as the provision of services and infrastructure required for the smooth operation of the tournament. In addition, the Russian government and other authorities provided funding to ensure that all infrastructure and services would meet the needs of staging a first-class 2018 FIFA World Cup.

In implementing tailor-made action for specific social issues created by the tournament and engaging with key stakeholders involved in such matters, FIFA and the LOC helped create new best practices and new levels of awareness in Russia on various issues. During the two years of the Decent Work Monitoring System for stadium construction workers, the topics of health and safety as well as labour rights were addressed and discussed with over 945 companies on a quarterly basis, thereby contributing to an increased level of understanding within the industry (see chapter 2.1). The showcase of the FIFA World Cup Anti-Discrimination Monitoring System and regular exchanges on the issue of diversity in football with the FUR led them to better understand the challenges and adopt a similar monitoring system for the Russian national football league (see chapter 2.2). The infrastructure and services put in place at all 12 stadiums for disabled people and people with limited mobility created a new benchmark for making sports events and facilities inclusive (see chapter 2.4). Tens of thousands of schoolchildren were able to learn about biodiversity and healthy living through customised FIFA World Cup lessons, while Host Cities and host regions were able to discuss with their peers and experts on how to best promote healthy living through sport amongst their citizens.

Maintaining and improving human capital is another key element for social development. The FIFA World Cup offers those involved with many opportunities to build capacity that can be applied at future events or to other professional areas. With this in mind, FIFA and the LOC invested in a variety of training programmes to help individuals fulfil their professional duties at the tournament and beyond, strengthening their future employability (see chapter 2.8).

Football has been successfully used by many organisations around the world as a tool to promote social development, thereby creating a positive effect in various underprivileged communities and with disadvantaged young people. To strengthen local understanding of the role that football can play in addressing social

issues affecting young people in Russia, FIFA provided funding to NGOs and organised a discussion forum as well as a festival for around 300 young community leaders from Russia and around the world (see chapter 2.9).

Environmental protection

Minimising the environmental impact of the FIFA World Cup operations was a key priority of the Sustainability Strategy. In collaboration with key stakeholders, FIFA and the LOC developed solutions and implemented numerous measures. The issues addressed in this area of sustainable development included the recycling of waste (see chapter 4.1) and the reduction and offsetting of carbon emissions (see chapter 4.3). To achieve FIFA's requirement for sustainable certification of all stadiums, a Russian consortium of scientific, engineering and construction professionals, with the support of the Russian Ministry of Natural Resources and Environment and the LOC, created a completely new standard for football stadiums in Russia taking into account international standards, Russian legislative practices and

construction standards (see chapter 4.2). Raising awareness among and engaging with fans and visitors on recycling, climate change and biodiversity conservation through campaigns and exhibitions will leave a lasting impact and help those involved protect the environment in the future.

A legacy for mega-sporting events

It is important to note that there will also be a significant legacy for all FIFA World Cups as well as other sports events. The experience gained in relation to the tournament in Russia led to the consolidation and further development of FIFA World Cup-related policies and regulations, particularly with regard to human rights protection, accessibility services, tobacco-free events and anti-discrimination monitoring. These practices and achievements are now the new benchmarks for future FIFA World Cups. In line with its goal to promote the sustainability agenda in the world of sport, FIFA will also share those best practices and lessons learnt with other stakeholders to ensure that other events can benefit from the experience gained in Russia.





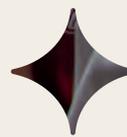
Figure 21: findings of the Report on economic, social, and environmental impact of the 2018 FIFA World Cup Russia

Development of cities

As part of the preparations for the 2018 FIFA World Cup, the urban infrastructure was considerably renovated in the Host Cities in the following five areas: long-distance transport, local transport, security, beautification of cities and healthcare.

- ◆ **Long-distance transport:** **11** airports and **eight** railway sites were included in the preparation programme for the 2018 FIFA World Cup. Airport capacities were increased on average by **80%**. In addition, over **212 km (130 miles)** of road network facilities were built and restored.
- ◆ **Local transport:** **5,700** units of transport equipment were bought; in Saint Petersburg, new subway stations improved transport accessibility for approximately **200,000 people**, and in Nizhny Novgorod, for **150,000 people**.
- ◆ **Beautification of cities:** modern public spaces were created in all the Host Cities; the foundation was laid for comprehensive development of the territories.
- ◆ **Healthcare:** **622** ambulances were purchased (on average **20%** of the municipal car fleet), and **16** municipal and regional hospitals were repaired.

The residents of the Host Cities also noted the positive impact of the 2018 FIFA World Cup: according to the VCIOM (Russian Public Opinion Research Center) polling results, 83% said that they believed that the 2018 FIFA World Cup would benefit the different cities and the country, and 68% noted the development of the cities' infrastructure.





Appendices

Appendix 1: GRI index and performance data

The Sustainability Report has been prepared in accordance with the GRI Standards: Core option.

Disclaimer:

GRI disclosures	Chapter(s), page(s) and/or URL(s)	Reasons for omission
102-1 Name of organisation	The 2018 FIFA World Cup in Russia was organised by FIFA and the 2018 FIFA World Cup Russia LOC	
102-2 Activities, brands, products, and services	Profile of the 2018 FIFA World Cup	
102-3 Location of headquarters	Please also refer to FIFA.com for more information on FIFA's activities, brands, products and services	
102-4 Location of operations	Profile of the 2018 FIFA World Cup Table 1: information on the organisations	
102-5 Ownership and legal form	Profile of the 2018 FIFA World Cup Table 1: information on the organisations	
102-6 Markets served	Profile of the 2018 FIFA World Cup	
102-7 Scale of organisation	1.7 The workplace at the 2018 FIFA World Cup Appendix 3: Workplace data	
102-8 Information on employees and other workers	1.7 The workplace at the 2018 FIFA World Cup Appendix 3: Workplace data	
102-9 Supply chain	1.8 Responsible sourcing of goods and services	
102-10 Significant changes to the organisation and its supply chain		Not applicable (no significant changes in the reporting period)
102-11 Precautionary principle or approach	1.3 Development of the Sustainability Strategy 1.6 Governance and execution of the Sustainable Event Management System 4. Protecting the environment	
102-12 External initiatives	1.3 Development of the Sustainability Strategy	
102-13 Membership of associations		Not applicable (the report is about the 2018 FIFA World Cup which does not hold such memberships)
102-14 Statement from senior decision-maker	Statement by the FIFA Secretary General Statement by the CEO of the 2018 FIFA World Cup LOC	
102-16 Values, principles, standards, and norms of behaviour	Please refer to the Regulations for the 2018 FIFA World Cup™, the FIFA Statutes, the FIFA Code of Ethics and the FIFA Code of Conduct	
102-17 Mechanisms for advice and concerns about ethics	Please refer to the Independent Ethics Committee and the FIFA Code of Ethics	
102-18 Governance structure	1.6 Governance and execution of the Sustainable Event Management System Please also refer to information on governance at FIFA on FIFA.com	
102-40 List of stakeholder groups	1.5 Stakeholder engagement and communication Table 5: overview of the stakeholder groups identified by FIFA and the LOC	
102-41 Collective bargaining agreements		Not applicable (the report is about the 2018 FIFA World Cup which does not have collective bargaining agreements)
102-42 Identifying and selecting stakeholders	1.5 Stakeholder engagement and communication	
102-43 Approach to stakeholder engagement	1.5 Stakeholder engagement and communication	

GRI disclosures	Chapter(s), page(s) and/or URL(s)	Reasons for omission
102-44 Key topics and concerns raised	1.5 Stakeholder engagement and communication Please also refer to 2018 FIFA World Cup™ Stakeholder Engagement First Phase: Verifying the sustainability strategy	
102-45 Entities included in the consolidated financial statements	Please refer to the annual financial reports published by FIFA during the 2015-2018 cycle	
102-46 Defining report content and topic boundaries	1.5 Stakeholder engagement and communication Table 3: key issues as per the Sustainability Strategy and corresponding GRI topics and disclosures	
102-47 List of material topics	Table 3: key issues as per the Sustainability Strategy and corresponding GRI topics and disclosures	
102-48 Restatement of information		Not applicable (the report is about the 2018 FIFA World Cup which is a one-time event)
102-49 Changes in reporting		Not applicable (the report is about the 2018 FIFA World Cup which is a one-time event)
102-50 Reporting period	25 July 2015 (Preliminary Draw for the 2018 FIFA World Cup) to 15 July 2018 (final of the 2018 FIFA World Cup Russia)	
102-51 Date of most recent report	January 2015: 2014 FIFA World Cup™ Sustainability Report	
102-52 Reporting cycle		Not applicable (the report is about the 2018 FIFA World Cup which is a one-time event)
102-53 Contact point for questions regarding the report	FIFA Sustainability & Diversity Department FIFA Strasse 8044 Zurich Switzerland sustainability@fifa.org	
102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option	
102-55 GRI content index	Appendix 1: GRI index and performance data	
102-56 External assurance	Appendix 2: Assurance statement	
203-2 Significant indirect economic impacts	3. Enhancing local economic development 5. Legacy of the 2018 FIFA World Cup Please also refer to the Report on economic, social, and environmental impact of the 2018 FIFA World Cup Russia	
204-1 Proportion of spending on local suppliers	1.8 Responsible sourcing of goods and services	
305-1 Direct (scope 1) GHG emissions	Table 15: results by scope	
305-2 Indirect (scope 2) GHG emissions from purchased electricity, heat and steam	Table 15: results by scope	
305-3 Other indirect (scope 3) GHG emissions	Table 15: results by scope	
306-2 Waste by type and disposal method	Table 13: volumes of waste recycled at the FIFA World Cup Appendix 4: Recycling and waste data	

GRI disclosures	Chapter(s), page(s) and/or URL(s)	Reasons for omission
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Information unavailable (description is available in chapter 4.4 Biodiversity conservation and environmental protection. However, the detailed information is not available publicly)
401-1 New employee hires and employee turnover	Table 6: overview of staff numbers at the FIFA and LOC offices in Moscow and Zurich Appendix 3: Workplace data	
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		Information unavailable (information relevant for the disclosure was collected from the different offices of FIFA and the LOC in Switzerland and Russia. However, due to differences in data recording processes, data gaps, and lack of comparability, the information is incomplete)
404-2 Programmes for upgrading employee skills and transition assistance programmes	1.7 The workplace at the 2018 FIFA World Cup Table 11: key training programmes implemented for topics essential for delivering the Sustainability Strategy	
408-1 Operations and suppliers at significant risk for incidents of child labour		Information unavailable (information as requested for disclosure could not be collected. However, please note, child labour is an issue that is addressed by FIFA in terms of decent working conditions (see chapter 2.1) and part of the contractual conditions for all licensees (WFSGI Pledge for the FIFA Quality Programme)
406-1 Incidents of discrimination and corrective actions taken	2.2 Diversity and anti-discrimination Table 8: overview of disciplinary procedures based on discriminatory incidents Table 9: overview of a selection of cases in relation to press freedom and fundamental freedoms	
413-2 Operations with significant actual and potential negative impacts on local communities	The organisers of the 2018 FIFA World Cup considered operations in all Host Cities to have potential impacts on local communities, and consequently, developed measures to mitigate them: 3. Enhancing local economic development 5. Legacy of the 2018 FIFA World Cup for information on the impacts Please also refer to the Report on economic, social, and environmental impact of the 2018 FIFA World Cup Russia	
416-1 Assessment of the health and safety impacts of product and service categories	The organisers of the 2018 FIFA World Cup considered operations in all official stadiums to have potential impacts on health and safety for attendees, and consequently developed measures to mitigate them: 2.1 Decent working conditions for construction workers 2.5 Tobacco-free events 2.6 Medical services and anti-doping	

Appendix 2: Assurance statement



ASSURANCE STATEMENT

SGS' REPORT ON SUSTAINABILITY ACTIVITIES IN THE SUSTAINABILITY REPORT OF THE 2018 FIFA WORLD CUP™

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS was commissioned by Fédération Internationale de Football Association (FIFA) to conduct an independent assurance of their Sustainability Report of the 2018 FIFA World Cup™. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text and data in accompanying tables contained in this Report.

The information in the Sustainability Report of the 2018 FIFA World Cup™ and its presentation are the responsibility of the directors or governing body and the management of FIFA. SGS has not been involved in the preparation of any of the material included in the Sustainability Report of the 2018 FIFA World Cup™.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification set out below with the intention to inform all of FIFA's stakeholders.

The SGS protocols are based upon the internationally recognized Global Reporting Initiative (GRI) Standards, the assurance standard ISAE 3000 and other standards or best practice guidance.

We are providing a limited level of assurance, using our protocols for evaluation of content veracity and aligning of the report to the GRI Standards, in Accordance with the Core option.

The assurance comprised:

- Pre-assurance desk research and document review carried out in July 2018, with the purpose of understanding the background and prepare the on-site visits.
- Interviews with the FIFA Sustainability & Diversity team and other relevant key staff conducted at the Home of FIFA in Zurich in August 2018, which focused on the sustainability strategy, materiality analysis, stakeholder engagement processes and management disclosures and initial data collection.
- Telephone conference in Zurich with the consultancy company that calculated the carbon footprint of the event.
- Interviews conducted in Moscow with relevant members of the FIFA World Cup™ team based in Russia and the teams of the Local Organising Committee of the 2018 FIFA World Cup™ (LOC) in Russia in August 2018.
- In Moscow, visits and interviews with external parties involved in the delivery of the sustainability programme.
- Documentation and record review to check statements back to source. Most of the information reviewed was published on the FIFA webpage.
- Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems certification; quality, environmental, social and ethical auditing and training; sustainability report assurance and greenhouse gases verification. SGS affirms our independence from FIFA, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment. The team included a Lead Sustainability Assuror from SGS with vast experience of auditing in Sustainability, Greenhouse Gases, Environment, H&S, Social, Ethical and other topics who carried out all management interviews and document and record checks at FIFA HQ in Zurich; and a support auditor from SGS Russia, who collaborated with interviews, legal framework, document and record checks in Russia, as well as an independent translator.

VERIFICATION/ ASSURANCE OPINION

Based on the methodology described and the verification work performed, nothing has come to our attention that leads us to believe that the information and data contained within the Sustainability Report of the 2018 FIFA World Cup™ verified is not accurate or reliable, or that it does not provides a fair and balanced representation of FIFA's and the LOC's sustainability activities for the 2018 FIFA World Cup™.

The assurance team is of the opinion that the Sustainability Report of the 2018 FIFA World Cup™ can be used by the Reporting Organization's Stakeholders. We believe that the organization has chosen an appropriate level of assurance for this stage in its reporting.

CONCLUSIONS AND RECOMMENDATIONS

In our opinion the Sustainability Report of the 2018 FIFA World Cup™ is presented in Accordance with the Core option for GRI Sustainability Standards (2016) and fulfills all the required content and quality criteria.

Principles: In our opinion the Report was produced in line with the ten GRI Principles.

General Standard Disclosures and Specific Standard Disclosures

We are satisfied that the General Standard Disclosures and Specific Standard Disclosures on Aspects identified as Material have been addressed in line with the Core requirements of GRI Sustainability Standards (2016)

In taking the step to produce this report in line with the updated GRI Sustainability Standards (2016), FIFA has strengthened their leading position in reporting major events against international recognized standards.

Best Practices

During the assurance, the following best practices were identified:

- The FIFA Sustainability & Diversity team prepared a strategic plan that started at an early stage of the organisation of the 2018 FIFA World Cup™ competition in Russia, and was built in collaboration with the host country and the LOC in Russia.
- FIFA focused on setting anti-discrimination policies and practices that were disseminated at all levels during the different phases of the tournament, with the support of experts.
- Introduction of a decent work monitoring system for the stadium construction and renovation, towards verifying the labor conditions, and provide recommendations. The verifications were conducted in collaboration with experts for labour protection and working conditions in Russia and trade unions, with a multi-stakeholder methodology prepared locally.
- Inclusion of new topics at the venues environmental assessments, such as the protection of cultural heritage.

- FIFA and the LOC engaged proactively and broadly with stakeholders to obtain support and buy-in from local communities, NGO's and others.
- Inclusivity of the tournament continues to be a key element, with infrastructure, services and ticketing dedicated to disabled people and people with limited mobility, audio-descriptive commentary for blind and partially-sighted people and highlights of all 64 matches in international sign language for deaf and hard of hearing people.
- We congratulate FIFA for signing the "Climate Neutral Now" pledge of UNFCCC, which was implemented at the 2018 FIFA World Cup™ through reporting of its carbon footprint, reductions with actions such as the provision of free public transport during the event and compensation of the remaining emissions with certified carbon credits.

Recommendations

Without affecting our assurance opinion, we make the following recommendations in relation to FIFA's Sustainability Strategy and programme for the FIFA World Cup™ for continual improvement:

- It would be beneficial to conduct Social & Environmental assessments of suppliers of goods, services and merchandising of high risk.
- The carbon footprint published is ex-ante, nevertheless, it is recommended to calculate the carbon footprint ex-post to identify if there is a material difference.
- FIFA implemented a comprehensive Compliance Program to reduce amongst others the risks of corruption. In addition, it could be considered to implement standardized data elements to assess and report performance.
- For future events, FIFA may consider expanding its a tobacco free policy to take into account other forms of smoking that may be practiced in different parts of the world.
- For future events, it is recommended to further enhance the already existing implementation and monitoring of the sustainable procurement policy for the event, especially for the verification of Human Rights, Health & Safety and Environmental Practices for official merchandising.
- For the next FIFA World Cup™ in Qatar, it will be important to continue the existing efforts on decent work (ethics, labour, human rights and health & safety) for stadium authorities, construction companies, workers, etc.

Assurance Team

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- Peer Reviewer: Fabian Goncalves

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Appendix 3: Workplace data

FIFA head offices in Zurich, Switzerland

New hires 2015		Contracts terminated 2015		New hires 2016		Contracts terminated 2016	
<30	44	<30	20	<30	29	<30	20
30-50	52	30-50	51	30-50	76	30-50	47
>50	8	>50	6	>50	19	>50	9
Total	104	Total	77	Total	124	Total	76
Female	54	Female	36	Female	57	Female	41
Male	50	Male	41	Male	67	Male	35
Total	104	Total	77	Total	124	Total	76
Austria	2	Austria	1	Argentina	3	Argentina	1
Brazil	2	Brazil	1	Australia	1	Australia	1
Cameroon	1	Canada	1	Austria	1	Brazil	1
Canada	2	Chile	1	Belgium	1	Cameroon	1
Colombia	1	France	5	Brazil	1	Canada	3
Finland	1	Germany	6	Canada	2	France	2
France	3	Greece	2	Chile	47	Germany	10
Germany	14	Ireland	1	Costa Rica	1	Netherlands	3
Greece	1	Italy	4	Czech Republic	1	New Zealand	1
Hungary	1	Latvia	1	France	7	Spain	5
India	1	Mexico	1	Germany	10	Switzerland	41
Ireland	1	Netherlands	1	Greece	2	UAE	1
Italy	4	Russia	1	Hungary	2	UK	4
Netherlands	1	South Africa	1	Ireland	1	USA	2
Portugal	5	Switzerland	45	Italy	6		
Spain	8	UAE	1	Malaysia	1		
Switzerland	47	UK	4	Malta	1		
UK	7			Mexico	3		
USA	2			Netherlands	4		
				New Zealand	1		
				Norway	1		
				Paraguay	1		
				Peru	2		
				Poland	2		
				Portugal	3		
				Senegal	1		
				Serbia	1		
				South Africa	1		
				Spain	5		
				Sweden	2		
				Turkey	1		
				UK	5		
				USA	3		
Total	104	Total	77	Total	124	Total	76

New hires 2017

<30	72
30-50	145
>50	15
Total	232

Female	117
Male	115
Total	232

Austria	3
Belgium	3
Brazil	4
Canada	1
China	1
Colombia	2
Costa Rica	1
Croatia	1
France	15
Germany	17
Finland	1
Hungary	3
Ireland	1
Italy	20
Korea Republic	1
Mauritius	2
Mexico	2
Netherlands	2
Norway	1
Philippines	2
Poland	4
Portugal	18
Romania	2
Slovakia	2
Slovenia	1
Spain	20
Sweden	1
Switzerland	83
Uganda	1
UK	15
USA	2

Total	232
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Contracts terminated 2017

<30	19
30-50	64
>50	21
Total	104

Female	45
Male	59
Total	104

Austria	4
Belgium	1
Brazil	1
Cameroon	1
Cuba	1
Egypt	1
Finland	1
France	12
Germany	15
Greece	1
India	1
Italy	3
Netherlands	1
Norway	1
Paraguay	1
Poland	1
Portugal	2
Romania	1
South Africa	1
Spain	4
Sweden	2
Switzerland	41
UK	6
Venezuela	1

Total	104
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New hires Jan-July 2018

<30	28
30-50	75
>50	7
Total	110

Female	57
Male	53
Total	110

Argentina	1
Austria	1
Belgium	2
Croatia	1
Denmark	1
France	10
Germany	15
Hungary	1
Ireland	1
Italy	6
Mexico	1
Netherlands	5
Poland	1
Portugal	2
Romania	1
Russia	1
Spain	12
Sri Lanka	1
Sweden	1
Switzerland	32
Trinidad and Tobago	1
UK	11
USA	2

Total	110
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Contracts terminated
Jan-July 2018

<30	7
30-50	33
>50	7
Total	47

Female	28
Male	19
Total	47

Austria	1
China	1
Colombia	1
Germany	5
Greece	1
Italy	1
Netherlands	1
New Zealand	2
Portugal	1
Russia	2
Spain	4
Sweden	1
Switzerland	20
UK	3
USA	3

Total	47
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2018 FIFA World Cup office in Moscow, Russia

		New hires				Total	Contracts terminated				Total
		2015	2016	2017	2018		2015	2016	2017	2018*	
Age	<30	2	6	5	4	17	0	1	1	7	9
	30-50	16	7	8	8	39	2	0	2	17	21
	>50	1	1	1	2	5	1	0	1	2	4
	Total	19	14	14	14	61	3	1	4	26	34
Sex	female	10	9	7	0	26	1	1	0	7	9
	male	9	5	7	14	35	2	0	4	19	25
	Total	19	14	14	14	61	3	1	4	26	34
Region	Moscow	19	11	4	3	37	3	1	1	5	10
	Nizhny Novgorod	0	0	1	1	2	0	0	0	2	2
	Ekaterinburg	0	0	1	1	2	0	0	0	2	2
	Kaliningrad	0	0	1	1	2	0	0	0	2	2
	Samara	0	0	1	2	3	0	0	0	3	3
	Saransk	0	0	1	1	2	0	0	0	2	2
	Volgograd	0	0	1	1	2	0	0	0	2	2
	Rostov-on-Don	0	0	1	1	2	0	0	0	2	2
	Saint Petersburg	0	1	1	1	3	0	0	1	2	3
	Sochi	0	1	1	1	3	0	0	1	2	3
	Kazan	0	1	1	1	3	0	0	1	2	3
	Total	19	14	14	14	61	3	1	4	26	34

*Terminated before July 2018

LOC offices in Moscow, Russia

The information below is related to staff of the LOC funded by FIFA's budget

	Gender	Total number of employees hired during the reporting period	Total number of employee turnover	Rate of employee turnover	Total number of employees at the end of the reporting period	By employment contract		By employment type (for permanent employees)	
						Permanent contracts	Temporary contracts	Full-time	Part-time
End of 2013	M	9	0	0%	26	26	0	26	0
	F	10	6	26%	25	25	0	25	0
End of 2014	M	17	7	25%	36	36	0	36	0
	F	15	3	11%	36	36	0	35	1
End of 2015	M	49	6	10%	79	79	0	78	1
	F	40	8	15%	68	68	0	66	2
End of 2016	M	115	34	27%	160	159	1	159	1
	F	85	18	17%	135	135	0	133	2
FCC Period	M	171	3	1%	325	274	51	305	20
	F	86	2	1%	222	201	21	215	7
End of 2017	M	299	130	49%	331	331	0	321	10
	F	143	37	19%	246	246	0	245	1
FWC Period	M	480	7	1%	797	323	474	748	49
	F	335	2	0%	575	242	333	564	11
End of Sep 2018	M	517	790	223%	58	58	0	57	1
	F	340	511	193%	75	74	1	74	1

Appendix 4: Recycling and waste data

All figures are in tonnes.

Material/venue	Ekaterinburg Arena	Kaliningrad Stadium	Mordovia Arena, Saransk	Volgograd Arena	Spartak Stadium (Moscow)	Rostov Arena (Rostov-On-Don)	Kazan Arena	Fisht Stadium (Sochi)	Nizhny Novgorod Stadium	Samara Arena	Saint Petersburg Stadium	Luzhniki Stadium (Moscow)	International Broadcast Centre (Moscow)	Total	%
Recyclable	15.0	11.6	23.5	15.7	25.7	38.7	15.6	25.3	44.1	35.1	117.4	56.6	32.5	456.8	12.9%
Paper/cardboard	11.8	8.9	18.0	15.0	19.7	29.6	13.0	18.3	27.1	23.7	62.4	42.7	6.6	296.6	
Cans	1.8	1.7	1.7	0.3	3.2	3.1	2.0	2.6	3.5	5.0	11.0	10.4	0.0	46.4	
PET	0.3	0.4	2.5	0.3	1.9	2.9	0.4	1.5	3.0	3.3	8.4	1.6	4.6	31.2	
Plastic caps	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.1	0.1	1.3	
LDPE film	0.6	0.4	1.0	0.0	0.9	3.1	0.1	0.2	1.9	0.7	5.9	1.7	0.0	16.5	
Glass	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.6	1.8	24.3	0.0	0.0	34.6	
Foam plastic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.3	0.0	0.0	1.3	
Wooden pallets	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	1.6	
Plastic tableware	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	4.9	0.0	0.0	5.4	
Cabling	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.2	21.2	
Batteries	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	
Cardboardspool	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	
General waste (to landfill)	92.3	156.8	173.7	163.3	188.5	227.6	257.7	248.2	305.2	258.9	385.0	503.0	115.0	3'075.1	87.1%
Hazardous	data not available														

Appendix 5: References for documents, tables and figures

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