



FIFA WORLD CUP
Brasil

Sustainability

Development of the Sustainability Strategy



Development and implementation of the 2014 FIFA World Cup™ Sustainability Strategy

The FIFA World Cup™ is the biggest single-event sporting competition in the world and it has significant impacts on society and the environment. Staging the event requires careful consideration of all aspects to ensure a balanced approach and sustainable outcome.

The following document outlines the steps taken by FIFA and the 2014 FIFA World Cup Organising Committee Brazil (LOC) to develop and implement the comprehensive sustainability strategy for the competition.

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1. Initiating the process of developing the 2014 FIFA World Cup™ Sustainability Strategy

In the debriefing after the 2010 FIFA World Cup™, a first set of social and environmental issues were identified to be key to consider for the 2014 FIFA World Cup in Brazil. Later on, in early 2011, FIFA kicked-off the process of developing the 2014 FIFA World Cup Sustainability Strategy with discussions and meetings with the Local Organising Committee (LOC) and government representatives in Brazil.

2. Understanding the sustainability context

In order to understand the sustainability context of the 2014 FIFA World Cup fully (in economic, social and environmental terms), the FIFA/LOC CSR team together with an external consultancy specialised in sustainability management researched and mapped the context based on the following key elements:

- a. FIFA's **past CSR activities**, both institutional and at competitions.
- b. The **Brazilian government's policy agenda**, which outlines the essential issues and topics for sustainable development in Brazil.
- c. Two **internationally recognised guidelines**, i.e. the ISO26000 Social Responsibility Guidelines and the sustainability reporting guidelines of the Global Reporting Initiative (GRI):
 - The **ISO26000 Social Responsibility Guidelines** provide guidance on how organisations can operate in a socially responsible manner. This means acting in an ethical and transparent way that contributes to the health and welfare of society. ISO26000 provides guidance rather than requirements, so it cannot be certified to unlike some other well-known ISO standards. Instead, it helps clarify what social responsibility is, helps organisations translate principles into effective actions and shares best practices relating to social responsibility, globally. ISO26000 identifies eight general principles of social responsibility which highlight the importance of accountability, transparency, and ethical behaviour, as well as respect for stakeholder's interest, the rule of law, international norms of behaviour, and human rights. The guideline further identifies seven core social responsibility impact areas: organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, and community involvement and development.
 - The **Global Reporting Initiative (GRI)** is a network-based non-governmental organisation that aims to drive sustainability and Environmental, Social and Governance (ESG) reporting. GRI produces the world's most widely used sustainability reporting framework to enable this drive towards greater transparency. The framework, incorporating the "GRI Guidelines", sets out the principles and indicators that organisations can use to measure and report their economic, environmental, and social performance. GRI classifies sustainability issues into different categories: economic, environmental, human rights, labour, community, and product responsibility.

Both the ISO26000 impact areas and sustainability principles and the GRI categories helped FIFA to understand potentially relevant issues in the sustainability context.

- d. Research on **sustainability good practices**, such as lessons from past sports events as well as organisation's good practices and other standards and toolkits for the sustainable events.
- e. A **systematic stakeholder and issues analysis**, which mapped the 2014 FIFA World Cup's most relevant stakeholders, their expectations and the issues they considered important.

Based on these analyses, a list of sustainability issues related to the 2014 FIFA World Cup Brazil™ was compiled and classified into the seven ISO260000 core areas.

3. Reviewing and consolidating initial discussions and research

The initial discussions and mapping of the sustainability context were reviewed and consolidated during a four-day-workshop with FIFA and LOC representatives and the external consultancy specialized on sustainability management. In addition, the aim of the workshop was to further develop the sustainability strategy, and begin planning the strategy implementation.

4. Defining what is relevant

The issues identified and compiled formed the basis for the “**materiality analysis**”. The aim of the analysis was to select those issues that are most relevant to the 2014 FIFA World Cup in Brazil, and guide the FIFA/LOC CSR team in focusing efforts and resources.

In the materiality analysis conducted, all issues listed were discussed and assessed from an internal and external perspective asking the following two questions:

- a. What is the **impact of the issue on the FIFA World Cup**? How relevant is the issue from the perspective of FIFA and the LOC? (relevance for internal stakeholders)
- b. What is the **impact of the issue on stakeholders**? How relevant is the issue from the perspective of various stakeholders? (relevance for external stakeholders)

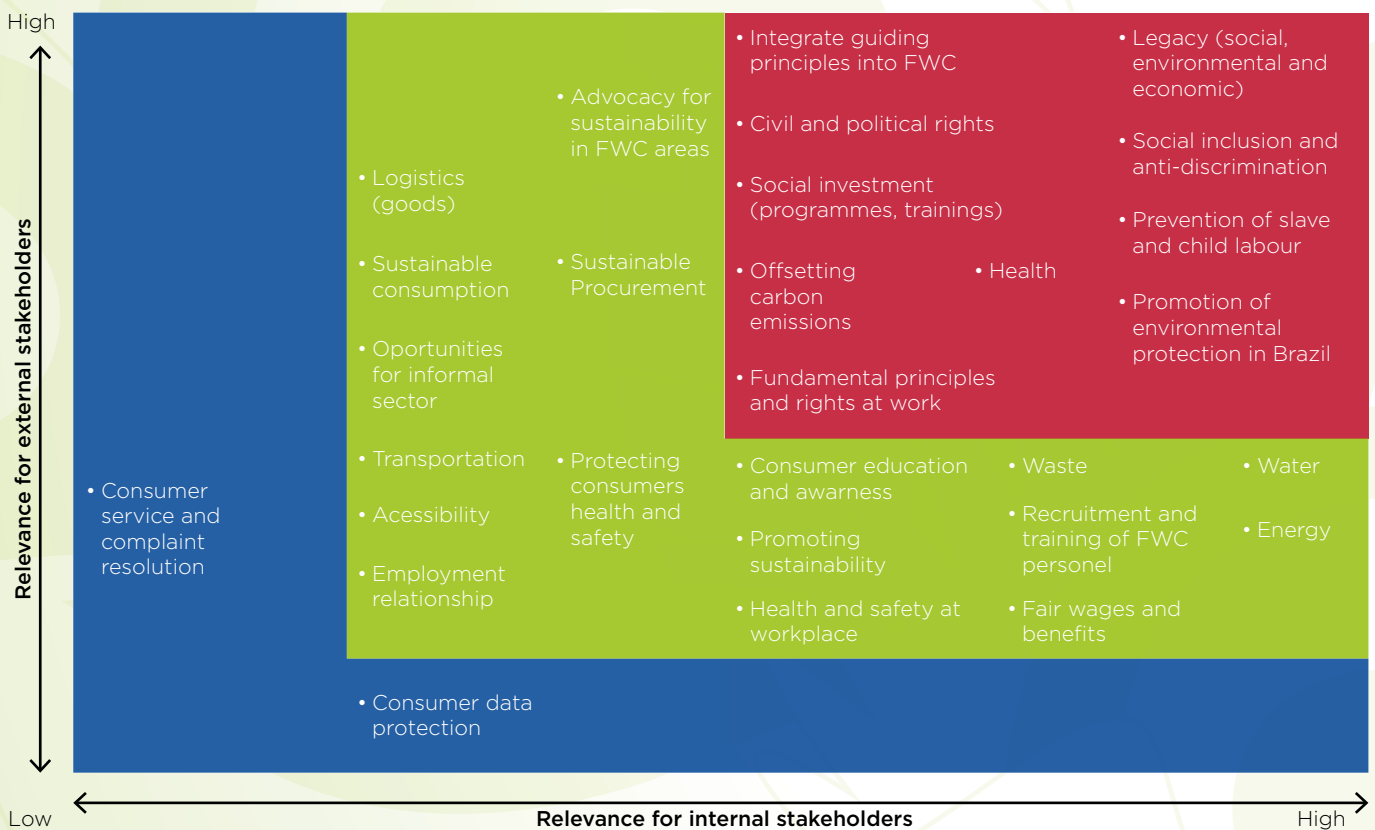


Figure 1: Visualisation of some of the results of the materiality analysis

In a second step, all material **issues were analysed regarding FIFA’s influence on and control over the issue**. The aim was to identify those issues where FIFA and the LOC would develop concrete and effective measures. Those issues that were neither controlled nor directly influenced by FIFA were not selected for immediate action but kept in a log since they are important to a number of external stakeholders and might require communication activities by FIFA later on.

5. Developing objectives and measures

The issues identified as actionable formed the basis for the **action plan**. For the seven impact areas and the issues selected, the FIFA and LOC team formulated an **overall objective**, as outlined in the table below.

Key Areas	2014 FWC CSR Strategic Objectives
Organisational Governance	The sustainability efforts of the FWC are guided by the principles of accountability, transparency, ethical behaviour, and respect for stakeholder interests, the rule of law, international norms of behaviour and human rights. Furthermore, FIFA and the LOC aim to leave a positive legacy in the host country.
Fair Operating Practices	FIFA and the LOC aim to fairly engage with third party organisations and individuals and promote socially responsible behaviour among its stakeholders through leading by example and advocacy and through sustainable procurement policies.
Consumer Issues	FIFA and the LOC aim to protect consumer rights through the application of principles of consumer protection, including health & safety, consumer services, consumer education and data protection as well as the promotion of an inclusive event for all.
Labour Practices	FIFA and the LOC will strive to ensure fair labour practices including fair wages and benefits in a healthy and safe workplace.
Human Rights	Within FIFA's and the LOC's sphere of influence, human rights and the rule of law must be respected including concepts of social justice and fairness.
Community Involvement and Development	FIFA and the LOC shall promote a higher level of well-being in the Host Cities by supporting initiatives that use football as a catalyst for development in the areas of education, health, social inclusion, civil security, and anti-discrimination.
Environment	FIFA and the LOC shall work to reduce the negative environmental impact of preparing and staging the FWC, focusing on waste, water, energy, transportation, procurement and climate change and use the event to raise awareness about the environment.

Table 1: Objectives for the 2014 FIFA World Cup for the ISO 26000 key areas

An **action plan with concrete measures** was then developed in order to implement the strategy and track progress. For each issue in the key areas, **actions** have been set up and **responsibilities, deadlines** and **indicators** have been assigned. The action plan is reviewed permanently and can be adapted if the circumstances require.

The steps taken so far and the strategic objectives defined for all seven key areas were wrapped up in a concept, documenting the process and making the **Sustainability Strategy Concept** available to a wider audience.

6. Validating the sustainability strategy concept

To verify the materiality analysis and getting feedback, the strategy was then subject to different **stakeholder consultations**. By consulting stakeholders and asking them for their feedback in various formal and informal ways, such as e.g. personal meetings or phone calls, and internal or external presentations, the stakeholders got the opportunity to critically review the document, thus adding to the strategy's credibility and quality.

Specifically, the strategy was first presented and discussed within FIFA and its employees as well as LOC and its employees. Secondly, it was introduced to and validated with various external stakeholders such as partners and commercial affiliates of FIFA, and representatives of host cities. In a third round, different stakeholders from civil society, mainly representatives from social and environmental NGOs and trade unions in Brazil, were consulted.

The stakeholder consultations contributed to **validating the materiality analysis** and receiving further input to the strategy, and provided information **for structuring the FIFA World Cup 2014 Sustainability Report** based on the GRI framework.

7. Implementing the strategy and monitoring progress

The implementation of the Sustainability Strategy Action Plan is responsibility of FIFA and the LOC. Its progress is monitored on a quarterly basis in the **Critical Review** Sessions, which are realized by the CSR team and facilitated by an external consultant. During these sessions, progress of the action plan is monitored and challenges are identified. These sessions not only serve to monitor progress, but also help to take strategic decisions, and thus guarantee the allocation of the necessary resources of the responsible team.

The implementation of the strategy is based on the procedures of the **Sustainability Management System**, a document that contains all necessary information and definitions to guide the process and guarantee that the cycle of continuous improvement is applied to the process, as illustrated in the figure below:



Figure 2: FIFA CSR strategy implementation cycle

8. Reporting on sustainability impacts and performance

To document the sustainability activities and account for the impacts of the 2014 FIFA World Cup on its various stakeholders, FIFA will publish a **sustainability report based on the guidelines of the Global Reporting Initiative (GRI) after the 2014 FIFA World Cup.**

The report will take into account the GRI Sector Supplement for Event Organizers. The Sector Supplements provide guidance on sustainability reporting for specific sectors and make reporting thus more relevant to these sectors. The **Sector Supplement for Event Organizers** was published in 2011 and covers key sector-specific issues for event organizers, including transport for attendees, recruiting and training of the event workforce and volunteers, sourcing of materials, supplies and services, planning and managing potential legacies, or accessibility of the event.

The report will be developed according to the GRI framework and **externally assured by an independent third party.**



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