Sustainability

Final report of the sustainability training programme for 2014 FIFA World Cup™ stadium operators
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Dear all,

FIFA believes we all have a responsibility to protect, cherish and limit our impact on the environment and society. As an international organisation, FIFA takes this responsibility seriously and strives to set a good example to others. That is why we are engaging with our stakeholders and other institutions to find sensible ways of addressing environmental and social issues.

As the physical venues of the FIFA World Cup, the stadiums are a key element in our efforts to hold a more sustainable tournament. By implementing this sustainability training programme for all 12 stadium operators, we hope to have been able to contribute to the ongoing efforts of the Brazilian government and each Host City to leave a legacy for sport in Brazil.

On behalf of FIFA, I would like to thank the stadium authorities and all participants for their interest and commitment towards sustainability.

Federico Addiechi
Head of FIFA Corporate Social Responsibility
Dear all,

Organising the biggest football competition in the world is both an honour and a great responsibility. In cooperation with FIFA, the Local Organising Committee of the 2014 FIFA World Cup™ is not only committed to delivering a world-class event but to doing so in a sustainable manner.

Throughout our preparations for the event, we have seen the federal government and the Host Cities take action to make the infrastructure of their stadiums more sustainable, taking into consideration environmental, social and economic aspects. In order to strengthen these initiatives, we offered this sustainability training programme, supporting stadium authorities to make their operations more sustainable long after the 2014 FIFA World Cup™.

We hope this project can inspire more sustainable stadiums and sports facilities in Brazil and abroad.

Ricardo Trade
CEO of the Local Organising Committee for the FIFA World Cup Brazil™
Sustainability training programme for 2014 FIFA World Cup™

The 12 stadiums are the physical venues of the 2014 FIFA World Cup™ in Brazil. In order to make this global event more sustainable and leave a positive legacy, FIFA and the Local Organising Committee (LOC) aimed to support the efforts of the stadium authorities by offering a training programme on the sustainable operation of football stadiums to all operators.

This initiative was based on the positive experiences of a similar programme during the FIFA Women’s World Cup 2011™ in Germany and on the grant programme of the Brazilian Development Bank (BNDES), whereby only stadiums that planned to achieve environmental certification were qualified to receive loans for their construction and renovation. As a result, all of the stadium authorities committed to construct their infrastructure according to the requirements for green building certification.

FIFA and the LOC, together with an experienced Brazilian training provider, launched the training course for all 12 stadium operators on 15 August 2013. The six-day training course was divided into three workshops held in three Host Cities: Curitiba (August 2013), Recife (November 2013) and Rio de Janeiro (February 2014). The objective was to strengthen the participants’ knowledge of sustainable operations at football stadiums and other sports facilities, and provide a platform for them to exchange their experiences leading up to the tournament. All costs for participants were covered by FIFA.

Together with the Host Cities, two participants were identified to represent each stadium. To ensure that the know-how would remain with the stadiums after the 2014 FIFA World Cup™, participants with duties in stadium management, not only in the preparation and staging of the tournament, but also in managing the stadiums and their premises afterwards, were chosen.
In the workshops, participants exchanged their experiences, learned best practices and discussed ways of optimising the operations of their stadium or facility. The stadium operators also had the opportunity to discuss and exchange ideas with experienced practitioners from Brazil and abroad. The topics covered include:

- Efficient lighting systems and temperature control to reduce energy use, as well as ways of using renewable energy sources such as solar panels.

- Reducing fresh water use by improving sanitation systems, adapting cleaning schedules and exploring options for collecting rainwater for specific activities such as watering the pitch.

- Responsible sourcing of the materials used in the stadium and for events, including the definition of sustainability criteria in procurement processes.

- Best practices and technologies for waste management to ensure appropriate destination of waste, including recycling and reuse strategies and the use of sustainable cleaning products.

- Approaches on how to engage with communities in the vicinity of the stadium to address their concerns and ensure their support.

- Accessibility: how to ensure that disabled people can access the venue and that their complex and multiple access requirements are met.
1st Workshop in Curitiba

The first workshop was held on 15 and 16 August 2013, in Curitiba, Paraná. It had two objectives:

- To introduce the main sustainability concepts and their connection to stadium operations.
- To present the major social aspects affecting stadium operations and present potential initiatives to be implemented to address them as well as tools for improving the relationship with stakeholders.

The guest speakers, Jennifer Regan, Global Director of Sustainability at AEG, and Henrique Lian, Head of Institutional Affairs at Ethos Institute, contributed to the workshop by bringing their experiences with sustainability in big corporations. Regan specifically presented AEG’s experience in the management and sustainability performance of sporting events.

The main topics and activities were:

- **Opening ceremony** with the participation of representatives from FIFA, the 2014 FIFA World Cup Organising Committee Brazil, the Brazilian Federal Government, the City of Curitiba and the Brazilian Football Association (CBF).

- **Overview on sustainable development and the main Brazilian and global challenges.** The concept of corporate sustainability was presented and how to use it to leverage businesses.

- **Survey of existing programmes and partnerships in stadiums:** this activity allowed the participants to review and share the sustainability projects already in place in their stadiums.

- **Stakeholder engagement and dialogue:** the instructor introduced participants to the concept of stakeholders and how to perform their mapping and engagement. Later, participants identified the existing stakeholders in a stadium, their impacts and forms of engagement.
- **Sustainability analysis:** during this activity, participants completed a survey and prepared a map of potential sustainability initiatives that could be implemented in a football stadium and identified stakeholders that could benefit from them.

- **Social responsibility:** the instructor presented the concept of social responsibility and forms of community interaction through the following topics: respect for people’s rights, neighbourhood integration, community development projects, combatting the sexual exploitation of children and young people, and hiring local suppliers.

- **Labour relations:** during this activity, participants discussed ways of improving labour relations, including topics, such as decent working conditions, health and safety, combating personal and sexual harassment, child and forced labour, non-discrimination, promotion of equality and diversity, labour obligations and the management of outsourced workers.

- **Accessibility at sporting events:** presentation of measures to ensure that public places, sports facilities and events were accessible to disabled people.

- **Action plan:** Presentation of guidelines for the development of a comprehensive action plan to improve the social performance of stadiums.
ENVIRONMENTAL PROTECTION AND SUSTAINABLE PROCUREMENT

2nd Workshop in Recife

The city of Recife, in Pernambuco, hosted the second workshop of the training programme, on 7 and 8 November 2013. The workshop was focused on sustainable procurement and the environmental management of football-stadium operations, including the maintenance of water and energy systems, and waste management. For each of these subjects, best practices for the sustainable management of operations were presented, taking into consideration the main technologies available for stadiums.

The main topics and activities were:

- **Presentation by Ana Nassar, LOC Environmental Manager and member of the 2014 FIFA World Cup Sustainability Team**, of the 2014 FIFA World Cup Brazil™ Sustainability Strategy.

- **Sensible use of water and energy**: the instructor introduced tools and technologies for the sustainable use of water and energy. Furthermore, water saving devices as well as energy efficiency and low power equipment for stadiums were presented.

- **Pollution, emissions and environmental impacts**: the presentations focused on major sources of environmental pollution (air, water, soil, natural resources) during stadium operations, including ways to eliminate, mitigate, monitor and offset emissions.
Waste management planning and implementation: the guidelines by the Brazil National Policy on Waste Management (Law 12,305) were presented, including the rules for waste categorisation, the appropriate ways of storing and sorting waste, and the final destination. Afterwards, participants mapped the main types/sources of waste generated in stadiums and discussed the importance of spectators and suppliers in reducing the impact of waste on the environment.

Presentation by Ricardo Ribas, Cleaning and Waste Manager of the 2014 FIFA World Cup Organising Committee Brazil, of the waste management strategy for the 2014 FIFA World Cup™.

Presentation by Philipp Poferl, Consultant at Arqum in Germany, of the outcomes and key learnings of the sustainable stadium programme at the FIFA Women’s World Cup 2011™ in Germany.

Presentation by Alexandre Luis de Oliveira, Technical Director of inDia, of a management approach to maintain stadiums designed with LEED construction requirements.

Sustainable procurement: presentation and discussion of best case studies and criteria for sustainable procurement of goods and services for stadiums.
The third and final workshop was held on 6 and 7 February 2014, in the city of Rio de Janeiro – RJ. During the first part of the workshop, instructors presented tools for the development of quality management, health and safety, and environment systems for stadiums. They also addressed the types of social and environmental certification available for stadiums and tools for monitoring the environmental and social performance of stadiums. Finally, participants learned how to develop a communication strategy to showcase their sustainability initiatives in stadiums, emphasising the importance of disseminating only accurate information to the public.

A final roundtable and guided visit to the Maracanã stadium gave the opportunity for all participants to review and discuss key issues of sustainability presented and discussed in the three workshops.
The main topics and activities were:

- **Presentation on quality management, health and safety, and environment systems**

- **Certification for processes and buildings**: the main types of quality, health and safety, environment and social certification (LEED, Aqua, Procel, SA 8000 and BS 8901, etc.) applicable to the stadiums were presented.

- **Tools for monitoring sustainability strategies**: instructors highlighted the importance of establishing procedures to monitor the performance of sustainability management systems and processes. Examples of indicators were presented for various topics, such as social development, consumption of water and energy, and waste generation.

- **Fábio Feldmann, former Secretary of the Environment of the State of São Paulo**, offered his view of current and future opportunities for sustainability in Brazil.

- **Communication for sustainability**: the instructor and participants discussed tools and approaches to internal and external communications, and the importance of awareness-raising activities for attendees during events.

- **Presentation of certificates** of programme completion to all participants.
## PARTICIPANTS AND GUEST SPEAKERS

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<tr>
<th>Name</th>
<th>Organization</th>
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<td>Julia Monteiro Martins</td>
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Instructors from CTE - Centro de Tecnologia de Edificações:
- Marcia Menezes dos Santos, (Workshops 1, 2 e 3)
- Fabiana Luppi Ballalai (Workshops 1, 2 e 3)
- Wagner Oliveira (Workshop 2)

Guest speakers:
- Jennifer Regan, Global Director of Sustainability at AEG
- Henrique Lian, Head of Institutional Affairs at Ethos Institute
- Phillip Pofher, Consultant at Arquim
- Alexandre Luis de Oliveira, Technical Director of inDia
- Fábio Feldmann, consultant, former Secretary of the Environment of the State of São Paulo