



FIFA WORLD CUP
RUSSIA 2018

Sustainability Strategy

2018 FIFA World Cup™



Sustainability Strategy

2018 FIFA World Cup™



Contents

Foreword by FIFA's Secretary General	4
Foreword by the CEO of the 2018 FIFA World Cup LOC	5
1. Profile of the FIFA World Cup	6
2. Statement of purpose	7
3. Building the 2018 FIFA World Cup Sustainability Strategy	8
FIFA World Cup requirements and bid commitments	8
Conceptual pillars	8
Developing the strategy	9
4. Governing sustainability principles	10
Responsibility:	10
Inclusivity:	10
Transparency:	10
Integrity:	10
Respect:	10
5. Geographic scope of the Sustainability Strategy	11
6. Key issues and objectives	12
Social	13
Contributing to human and social development	13
Environmental	14
Protecting the environment	14
Economic	15
Enhancing local economic development	15
7. Stakeholder engagement	16
8. Embedding sustainability into the FIFA World Cup management cycle	17
9. Sustainability Management System	18
Governance	18
Sustainability regulatory documents	19
10. Monitoring and reporting	20
Glossary	22

Foreword by FIFA's Secretary General



Organising a mega-event such as the FIFA World Cup in a sustainable manner is a major challenge. Over the past few years, we have worked hard to render the operations at our flagship event more sustainable. Our aim is to reduce the negative impacts while increasing the positive ones. I am therefore pleased to present you with the 2018 FIFA World Cup Russia Sustainability Strategy, the second comprehensive document of its kind.

The close collaboration established with the LOC on sustainability matters has been crucial in the process of ensuring that the strategy is a good fit for the host country. The selection of the principles, key issues and objectives for the event was based on the analysis of relevant regulatory documents, the integration of internationally recognised standards and an ongoing consultation with key stakeholder groups.

It is important to highlight that we will also implement our corporate social and environmental programmes in Russia, such as supporting responsible community projects through Football for Hope, developing environmental protection measures under Football for the Planet, and fighting racism and discrimination in football. We will also set our sights on the benchmarks achieved in Brazil with regard to stadium accessibility, capacity building and sustainability reporting. In collaboration with other national and international stakeholders, we will identify, develop and implement further actions with a broad and long-term focus, aiming to leave a positive legacy in Russia.

As we embark on preparing for the FIFA World Cup in Russia, our ambition is for this strategy to guide the work that lies ahead and to contribute to the achievement of one of the key elements of our mission – that of building a better future through football.

A handwritten signature in black ink, appearing to read 'J. Valcke', written over a horizontal line.

Jérôme Valcke
FIFA Secretary General

Foreword by the CEO of the 2018 FIFA World Cup LOC



It is both an honor, and an immense responsibility, for Russia to have been entrusted with the hosting of the 2018 FIFA World Cup, the biggest football competition in the world. We are firmly committed to delivering a first-class event, and to doing so in a sustainable manner.

Today balanced approach to social development, economic growth, effective use of natural resources and environmental protection within preparation and staging of mega events is not only a modern tendency but rather uncontested necessity. All these important topics are covered by 2018 FIFA World Cup Russia Sustainability Strategy, which was created by FIFA and the Local Organising Committee (LOC) in close cooperation and with involvement of the Government of Russian Federation and leading Russian and international experts in this area. The strategy includes activities at the regional, national and global level, and helps us to deliver our commitments and to live up to people's high expectations of this mega-event. It will enter into effect at the Preliminary Draw in July 2015 and carry us through to the closure of activities, well after the final whistle in 2018.

We will use the platform of the FIFA World Cup to contribute to social and football development, to promote the cultural, ethnic and linguistic diversity of our society and to kindly welcome fans coming from all over the world. We will continue to integrate sustainability principals in our management systems and ensure that our stadiums are a shining example of this effort. We will also use this opportunity to engage with Russian youth through football and give them tools to shape their futures for the better. Together with our federal and regional governments, we will do our utmost to leave an unprecedented legacy of sustainability as well as social and human development.

Due to our joint efforts FWC 2018 will be the first FIFA World cup ever with embedment of fully functional sustainability management system. I am confident that this strategy is a solid platform to build on and ensure an outstanding sustainability performance of our tournament.

This is our opportunity to build a lasting legacy for the people of Russia. Let us make the most of this great potential.

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

1. Profile of the FIFA World Cup

The FIFA World Cup (FWC) is an international football competition that takes place every four years. There are two parts to the competition: the preliminary competition, where all eligible member associations across the six football confederations vie for the 31 spots available alongside the hosts, and the final competition, where the 32 qualified teams compete to become the world champions.

The preliminary competition is organised across the world by FIFA, the confederations and the individual member associations. Generally, over 800 qualifying matches take place over a period of two-and-a-half years, involving 209 registered member associations across six continents.

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. For the 2018 FWC final competition, the Russian Football Union (RFU) was awarded the hosting rights in December 2010. The 2018 FWC will take place from 14 June to 15 July 2018 in 11 host cities throughout Russia. In total, 64 matches will be played in a group stage followed by a knockout phase that will produce the new world champion.

Key milestones of the 2018 FIFA World Cup Russia

14 June to 15 July 2018

2018 FIFA World Cup Russia

December 2017

After the last match of the preliminary competition, the Final Draw will take place in Russia to draw the 32 teams into eight groups to compete in the final competition

17 June to 2 July 2017

FIFA Confederations Cup Russia 2017

25 July 2015

Preliminary Draw for the 2018 FIFA World Cup to decide the preliminary qualification groups in four confederations

March 2015

The preliminary competition for the 2018 FIFA World Cup starts in CONCACAF

29 September 2012

Announcement of 2018 FIFA World Cup Host Cities

2 December 2010

Russian Football Union is awarded the hosting rights for the 2018 FIFA World Cup by FIFA

2. Statement of purpose

Staging the FIFA World Cup (FWC), the biggest single-sport event in the world, requires major investments in infrastructure and stadiums, transportation of millions of people (internationally and domestically) to the matches and Fan Fests while catering to their health and safety, dealing with waste in the stadiums, recruiting and training thousands of volunteers, providing an event that is accessible for everyone, servicing the 32 participating teams, and much more. This scale inevitably has an impact on society and the environment in the host country.

This document provides an overview of the Sustainability Strategy developed by FIFA and the Local Organising Committee (LOC) of the 2018 FWC Russia to:

Ensure that the planning and delivery of the 2018 FIFA World Cup lessens the negative and enhances the positive impacts of the event on people, the economy and the environment.

Based on a review and analysis of FWC requirements, bid commitments, the LOC's vision, FIFA's mission, relevant regulatory frameworks, international standards, and our consultation with key stakeholders, FIFA and the LOC have defined nine key issues and 25 related performance objectives within social, environmental and economic focus areas.



3. Building the 2018 FIFA World Cup Sustainability Strategy

FIFA World Cup requirements and bid commitments

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

The 2018 FWC in Russia was initially 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 give the 2018 FWC an opportunity to bequeath an unprecedented legacy of sustainability and social and human development.

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 sports
- Mitigation of environmental risks
- Labour market development
- Youth development programmes

Conceptual pillars

The following international standards and guidelines provide a 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
- AA1000 Stakeholder Engagement Standard (AA1000SES)

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

- 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 FWC and current 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.

For reporting purposes, the 2018 FWC will follow the guidelines of the:

- Global Reporting Initiative (GRI 4) and the corresponding Sector Guidance for Event Organisers

Developing the strategy

To develop an ambitious and effective Sustainability Strategy for the FWC, 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 FWC
- a comprehensive review of sustainability-related commitments in the Russian bid
- an analysis of over 440 Russian regulatory degrees, acts and laws related to sustainability
- a preliminary analysis of the risks of organising the event in Russia according to ISO/IEC31000

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

Stage 2: analysis of the 2018 FWC 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:

- assessment of the 2018 FWC strategic objectives and management approach
- mapping of stakeholder groups based on previous experiences, guidelines provided by ISO 20121:2012 and AA1000SES
- a comprehensive review of 300 existing environmental, social and economic programmes and initiatives related to the organisation of the 2018 FWC
- further discussion on and clustering of the identified sustainability issues into main areas

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.

- How relevant is the issue for the organisation of the 2018 FWC 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.

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 over, (2) significant influence, and (3) indirect influence. The level was determined in terms of the political, contractual and/or economic ability to influence a decision or an activity.

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. Key stakeholders involved in the preparation and staging of the 2018 FWC 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.

4. Governing sustainability principles

Based on the 2018 FIFA World Cup Values stipulated in the 2018 FIFA World Cup Russia Strategic Vision (elaborated by the LOC) and the FIFA Code of Ethics,

as well as the ISO 20121 approach, the event is guided by the following principles:

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

5. Geographic scope of the Sustainability Strategy

The following geographic scope was taken into account during the strategy development process:

The FIFA World Cup (FWC) as a global event:

Involves international stakeholders and football fans from around the world as well as global attention and expectations. This global dimension has to be considered during planning and implementation, especially in relation to international stakeholder expectations.

FWC operations at a national level:

Will be executed within the national legal framework, with the involvement of numerous stakeholders, including federal and local authorities, partners, suppliers and service providers. Sustainability activities carried out to implement the strategy will have nationwide significance in the long term.

FWC regional and municipal focus:

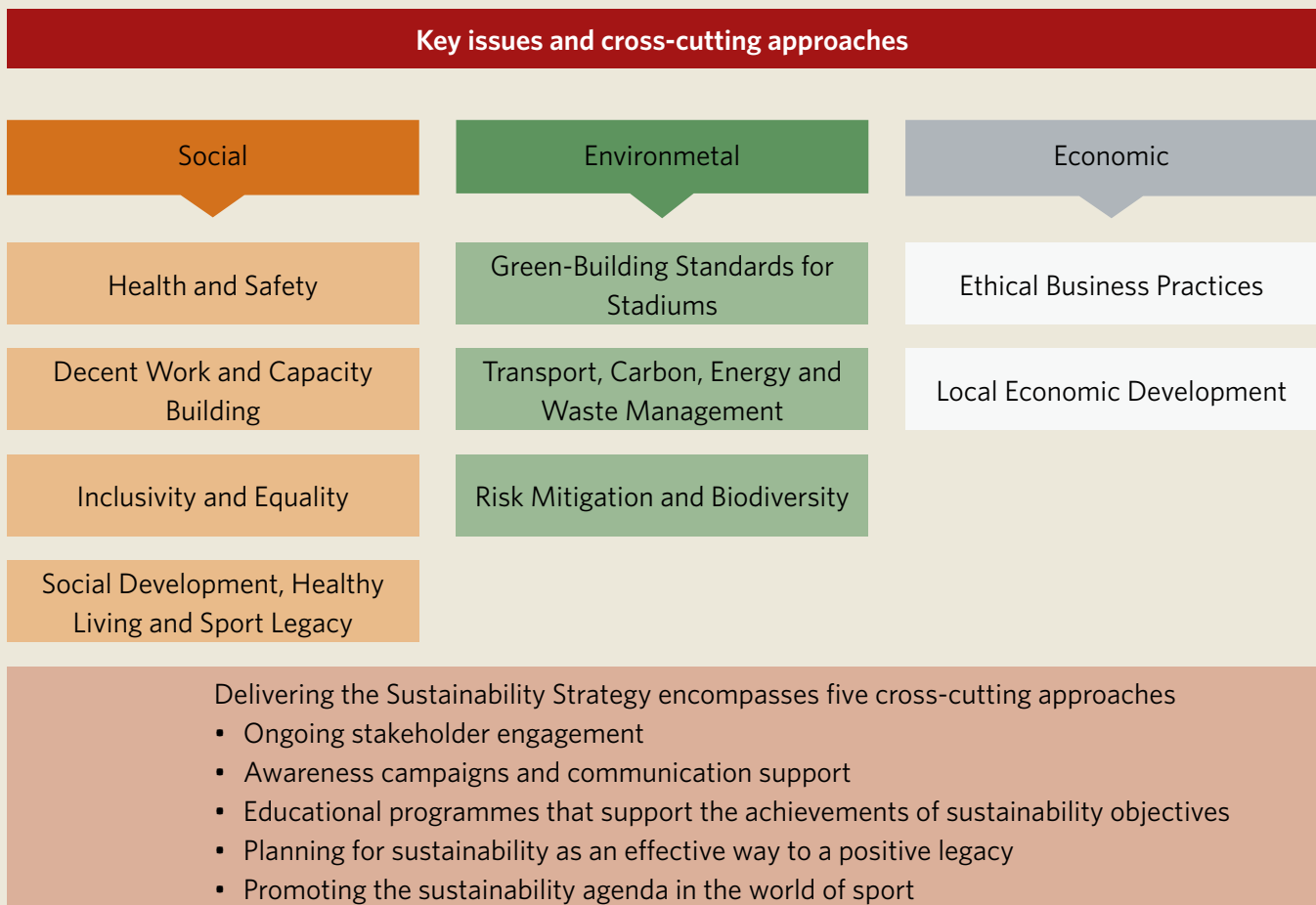
Within Russia, FWC events and activities will primarily focus on host cities and regions, with a secondary impact felt across the entire country. That is why host cities and regions are the key territories in relation to sustainability activities.



6. Key issues and objectives

As a result of the process described in the Building the 2018 FIFA World Cup Russia™ Sustainability Strategy section, nine key issues and 25 related performance objectives were defined as part of the

Sustainability Strategy, and these are presented below. These issues and objectives fall into social, environmental and economic focus areas.



Social Contributing to human and social development

Football is all about people: hundreds of millions are influenced by the emotions, opportunities and impacts it brings. Leveraging the power of football to promote sustainable social change and to strengthen universal respect for human rights, FIFA and the

LOC will support initiatives in the areas of health and safety, decent work and capacity building, inclusivity and equality, social development through football, as well as healthy living and sustainable sport legacy.

I. Health and Safety

1. Ensure health, safety and security at FIFA World Cup (FWC) events
2. Ensure tobacco-free FWC sites and events
3. Help bring about improvements to medical services related to the FIFA World Cup events

II. Decent Work and Capacity Building

4. Ensure decent working conditions for FIFA and LOC staff and volunteers
5. Promote decent working conditions for FWC stadium construction workers
6. Improve the capabilities and skills of FWC staff and volunteers

III. Inclusivity and Equality

7. Ensure accessible FWC events and transport services for disabled people and people with limited mobility
8. Create opportunities for low-income groups to obtain tickets for FWC matches
9. Ensure a discrimination-free environment at FWC 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 FWC platform
12. Contribute to the sustainable use of FWC stadiums after the event

Environmental Protecting the environment

The FIFA World Cup (FWC) can and indeed should be viewed as an opportunity to promote a responsible attitude towards the environment. Minimising the environmental impacts of FWC-related activities and raising awareness among all involved parties are key priorities. Applying state-of-the-art technologies and

building standards will ensure that the FWC stadiums are constructed and run in a sustainable manner, and will benefit society after the event. In order to improve the overall environmental situation in host cities and to lay the foundations for further change, the following key issues are to be addressed.

V. Green-Building Standards for Stadiums

- 13. Ensure the compliance of FWC stadiums with green-building standards
- 14. Develop the sustainable management capacities of stadium operators

VI. Transport, Carbon, Energy and Waste Management

- 15. Ensure efficient FWC-related energy and carbon management
- 16. Ensure efficient and sustainable FWC-related waste management
- 17. Minimise the environmental impact of FWC-related transport

VII. Risk Mitigation and Biodiversity

- 18. Mitigate the risks of environmental incidents related to FWC operations
- 19. Ensure compliance between FWC operations and local regulations governing specially protected sites
- 20. Promote environmental protection and biodiversity in relation to FWC preparations and staging

Economic Enhancing local economic development

The 2018 FWC is an opportunity to promote sustainable development and to boost the local economy by supporting FWC-related investments, job creation and infrastructure development. By abiding by the sustainability principles in the planning and staging of the FWC, FIFA and the LOC aim to

engage fairly with third-party organisations and individuals and to promote social responsibility among stakeholders. Adhering to high ethical standards and empowering local communities, the FWC can have a long-lasting, beneficial impact on host cities.

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 buyout regulations related to FWC stadiums

IX. Local Economic Development

23. Support investments and infrastructure development in relation to the FWC to foster local economic development
24. Contribute to FWC-related job creation
25. Promote FWC regions as tourism destinations and foster urban beautification and tourist attractiveness

7. Stakeholder engagement

Each FIFA World Cup (FWC) is a great opportunity to bring together people from all over the world to celebrate their love for football. The event offers a unique platform to raise awareness of and to promote sustainable development. The actual number of people engaged in and affected by the event is incalculable: staff, volunteers, players, officials, spectators in the stadiums and watching on TV, governments, sponsors, local communities and many more. Leveraging the power of football and creating a positive impact on stakeholders is a key component of the Sustainability Strategy for the 2018 FWC.

FIFA and the LOC are committed to ongoing and constructive stakeholder engagement based on the AA1000 Stakeholder Engagement Standard. This dialogue with key stakeholders will help to understand the sustainability context better, to collaborate on specific activities, and to align with society's needs and expectations. Involvement and contributions from various regulatory bodies, organisations and individuals will allow the resources and potential impacts of sustainability initiatives to be optimised.



8. Embedding sustainability into the FIFA World Cup management cycle

FIFA and the LOC aim to encourage parties involved in the preparation and staging of the 2018 FIFA World Cup Russia to play an active role in promoting sustainable development, and to ensure that related requirements, commitments and expectations are met during the staging of the event.

The event management cycle of the FIFA World Cup (FWC) consists of six phases: Strategy and vision, Empowerment, Planning, Development and monitoring, Performance, Closure. At all stages, sustainability principles are embedded into the concept, planning and operations of the event.

The four stages that precede the FWC – Strategy and vision, Empowerment, Planning, Development and monitoring – encompass analysis and planning in such areas as material issues, requirements,

stakeholder engagement, risks and opportunities, allocation of responsibilities, actions and initiatives, communication, and reporting.

At the Performance stage, the focus is on smooth and efficient event delivery and operations, as well as on the delivery and monitoring of sustainability activities and projects.

From a sustainability perspective, the Closure phase is of fundamental importance. The legacy use of stadiums, infrastructure that has no adverse impacts on biodiversity, increased environmental awareness and more people partaking in physical activity will greatly vindicate all sustainability efforts. Appropriate and effective legacy management will be a central task after the event.

FIFA's 6-phase model for project management and knowledge transfer



9. Sustainability Management System

FIFA and the LOC will implement a Sustainability Management System (SMS) in accordance with ISO 20121:2012 Standard and will work to continually improve this system to achieve the set sustainability goals more effectively.

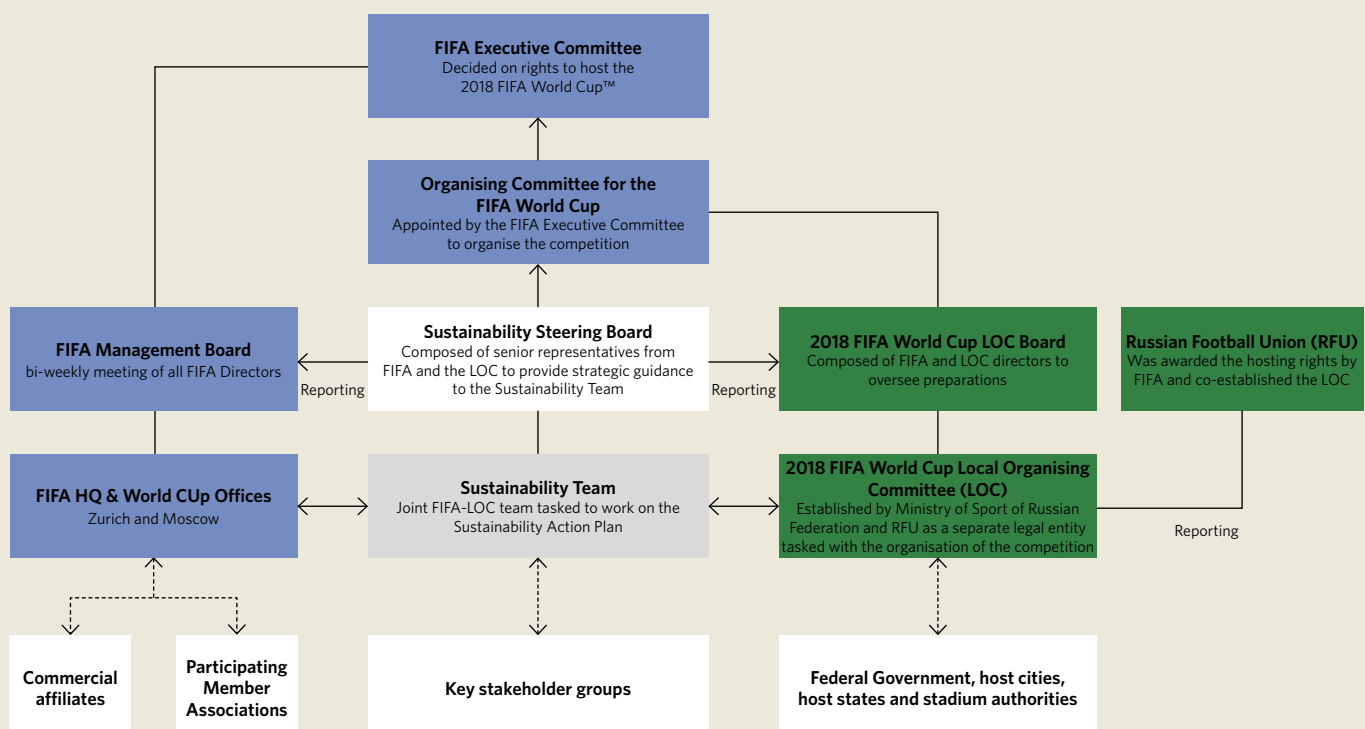
The SMS is the mechanism used to put commitments, requirements, obligations and sustainability performance objectives into action. The SMS provides guidance on day-to-day decision-making for FIFA, the LOC and key external stakeholders so that they are able to achieve sustainability objectives throughout the project life cycle.

Governance

The success of the system depends on a clear governance structure and commitment from all levels and positions, especially from top management. In order for it to be successful, it needs to be integrated within the FIFA World Cup (FWC) management process and its influence needs to extend to key stakeholders.

Bringing together the knowledge and capabilities from previous FWCs, the sustainability governance structure will facilitate a multi-faceted approach to addressing the tasks and challenges that arise during the planning and staging of the 2018 FWC.

Governance structure for the 2018 FIFA World Cup Sustainability Strategy



Sustainability regulatory documents

FIFA and the LOC are committed to integrating sustainability into the FWC management system. To achieve this goal, specific regulatory documents need to be created, which will define and drive all sustainability-related steps and actions. A short description of the management approach and the links between its various components are provided below.

The **Sustainability Strategy** sets out the key areas and specific performance objectives to be achieved in these areas during the planning, staging and closing of the 2018 FWC.

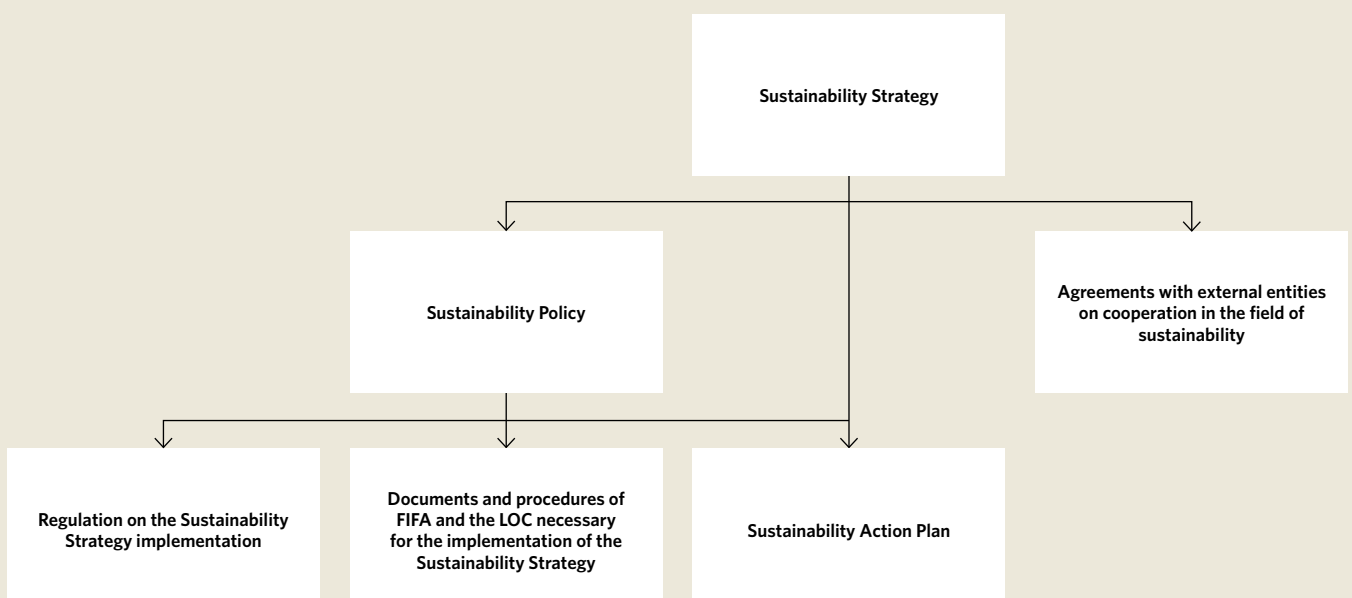
The **Sustainability Policy** is a top-level document that provides the framework for implementing

FIFA's and the LOC's commitment to sustainability and guides the work of key internal stakeholders. The Sustainability Policy includes sustainability principles and strategic goals and formalises the governance approach as well as the main procedures for implementing the Sustainable Management System.

The **Sustainability Action Plan** lists the actions to be taken by FIFA, the LOC and other stakeholders involved in the organisation of the FWC to achieve the performance objectives. The Action Plan will:

- List the key tasks associated with implementing the Sustainability Strategy
- Identify the key deadlines, milestones, roles and responsibilities and required resources for each particular task

Regulatory documents for the 2018 FIFA World Cup



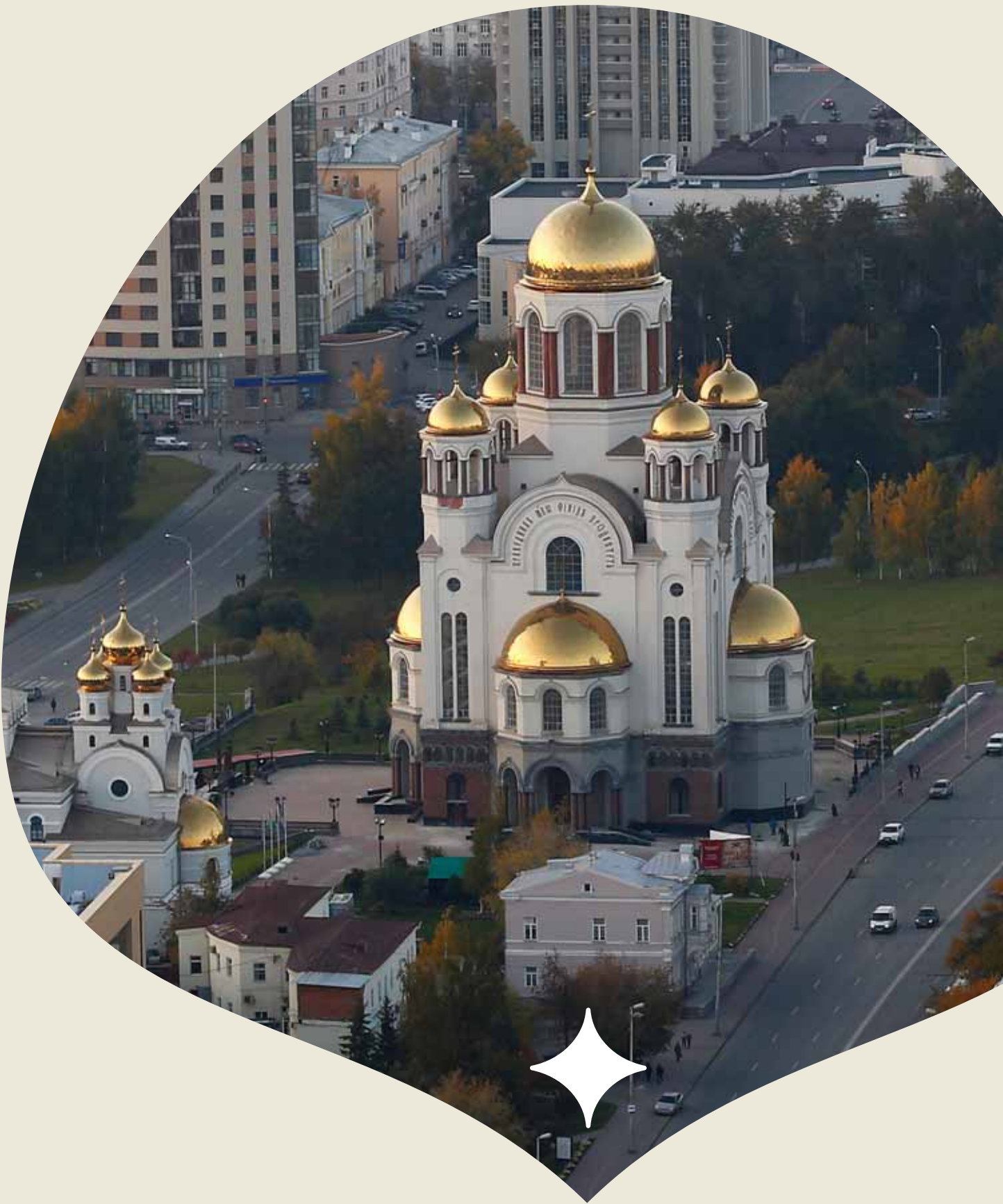
10. Monitoring and reporting

Being committed to transparency – one of the governing principles of the FIFA World Cup Sustainability Strategy – FIFA and the LOC understand the importance of having sustainability monitoring and reporting that covers the various sustainability aspects in relation to the FIFA World Cups (FWC) planning and staging. The primary basis for this reporting process will be the internationally recognised reporting guidelines mentioned in 2. Building the 2018 FIFA World Cup Sustainability Strategy.

Updates on the progress of the Sustainability Strategy will be available on FIFA.com on an annual basis. The final sustainability report of the 2018 FWC will

be published at the end of 2018 in all four FIFA languages – English, French, German, Spanish – and in Russian, thus making it accessible to a wide range of stakeholders across the globe.

The work for the FWC started right after the event was awarded to Russia in 2010 and with the staging and closing will extend until well after 2018. An event over such a long period of time and of this scale means that the Sustainability Strategy may evolve over time to reflect all of the latest developments and decisions. Consequently, FIFA and the LOC will monitor and reassess the issues and objectives periodically to reflect this evolution.



Glossary

Accessibility	Usability of a product, service, environment or facility by people with the widest range of capabilities. This definition is related to the fundamental principle of universal accessibility in the United Nations Convention on the Rights of Persons with Disabilities, which outlines the requirements to be fulfilled by environments, processes, goods, products and services, objects, instruments, tools and devices in order to be understandable, usable and viable for all people in safe and comfortable conditions, and as independently and naturally as possible.
Biodiversity	Term used to describe the variety of life found on our planet. It comprises all the millions of different plant, animal and other species that live on our planet as well as the multitude of places in which they live in. A high level of biodiversity is usually considered to be desirable and important to all species' survival.
Decent work	Work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organise and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. Definition from International Labour Organization
Disabled people and people with limited mobility	The overarching term of reference for people who have special access requirements. This includes wheelchair users, partially sighted and blind people, hard of hearing and deaf people, people with a learning difficulty and certain individuals who are elderly, pregnant or obese. Please note, FIFA and the LOC are aware of and accept the fact that the terms used in this area differ depending on regions and organisations. The choice by FIFA and the LOC is based on the notion that it is important to see the person and not the disability. It is the environment that is disabling because it puts barriers in place. For example, a person who uses a wheelchair is only disabled when there are steps or steep gradients that cannot be accessed in a wheelchair. Likewise, a blind or partially sighted person is only disabled when information is not provided in an accessible format and access routes are blocked by physical barriers or trip hazards.
Commercial Affiliates	Any entity which has been or will be granted any marketing, sponsorship, media, licensing or other commercial rights in connection with FIFA and/or the competitions, including any FIFA Partners, FIFA World Cup Sponsors or National Supporters.
Cultural and historic sites	Areas recognised with official protected site status due to their special natural, historical or cultural value, and protected by law.
Event management cycle	Stages and activities of an event (including products and services involved), from research, conception and planning through to implementation, review and post-event activities. According to FIFA's six-phase Project Management and Knowledge Transfer model, the cycle includes the following stages: Strategy and vision, Empowerment, Planning, Development and monitoring, Performance, and Closure.
Federal government	The government of the Russian Federation.
Health and Safety	Regulations and procedures intended to prevent accident or injury in workplaces or public environments.

Legacy	The legacy of the FIFA World Cup is about leaving a lasting and positive impact with a focus on the host country which is achieved through the sustainable organisation of the event. It requires the contribution of all actors involved in organising the event, including FIFA, the LOC, government authorities, host cities and commercial affiliates. The impact can include material (e.g. sports facilities, airports, public transport, IT equipment, etc.) and non-material (capacity building, best practices, environmental regulations, processes, innovations, etc.) elements.
Security	Protection of a person, building or organisation against threats such as crime or attacks.
Stakeholder	Person, group or organisation with an interest in any aspect of the project, or that can affect or be affected by, or perceive itself to be affected by, said aspect of the project.
Sustainable development	<p>“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”</p> <p>Report of the World Commission on Environment and Development (UN, 1987)</p>
Tobacco-free	<p>A tobacco-free event is more comprehensive than a smoke-free event:</p> <ul style="list-style-type: none"> ▪ Banning all tobacco advertising, promotion and sponsorship. ▪ Banning all sales of tobacco products or related tobacco products within the event site or its control. ▪ Inform, educate and train the public. ▪ Absolutely no links with the tobacco industry in any form. <p>According to World Health Organization (WHO) guidelines for mega-events.</p>

Impressum

Sustainability Strategy of the 2018 FIFA World Cup Russia™

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Layout: FIFA Productions

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This strategy has been drafted in English and translated into other languages. In the event of any discrepancy between the different versions, the English version shall prevail.

The most recent version of the Sustainability Strategy is always available on www.fifa.com/sustainability.

