



FIFA WORLD CUP
RUSSIA 2018

2018 FIFA World Cup™ Stakeholder Engagement First Phase: Verifying the sustainability strategy



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Presentation of the 2018 FIFA World Cup Sustainability Strategy on July 23, 2015 in St. Petersburg, Russia. From right to left: Federico Addiechi, Head of FIFA Sustainability, Milana Verkhunova, LOC Director of Sustainability and Yuri Boychenko, OHCHR Chief of Anti-Discrimination Section.

Foreword

Dear stakeholders of the 2018 FIFA World Cup,

We are very pleased to share with you the first report on our stakeholder engagement process for the Sustainability Strategy of the 2018 FIFA World Cup Russia™.

After completing a first draft of the strategy for the FIFA World Cup in September 2014, we invited selected stakeholders between September 2014 and March 2015 to share with us their input and help us finalise our strategy. Out of 51 invited organisations, 47 responded and provided feedback on our questionnaires and at meetings. The participation of stakeholders and their insight were very important in order for FIFA and the Local Organising Committee (LOC) to have an external view, improve the structure of the document, and better understand the expectations, opportunities and risks associated with the tournament in Russia.

This report summarises the main features and outcomes of the stakeholder consultation in relation to the strategy. There were many more points raised by individual stakeholders pertaining to their particular fields as well as suggestions for action.

We are aware of this input as well as the interests and expectations that the FIFA World Cup raises, and we have been carefully considering all input in the planning process as a basis and source of ideas to develop our actions. Wherever we see shared sustainability goals with another organisation, we will engage to make the most of these opportunities while keeping a clear, ambitious and yet realistic focus of our approach.

As we embark on preparing for the FIFA World Cup in Russia, we look forward to exchanging further with you and your organisation 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.

Federico Addiechi
Head of
FIFA Sustainability

Milana Verkhunova
LOC Director of
Sustainability

Mapping of stakeholders

In the development of the sustainability strategy, FIFA and the LOC mapped groups of individuals and organisations that affect and/or would be affected by the organisation of the FIFA World Cup. The mapping process was guided by the experiences from the 2014 FIFA World Cup stakeholder engagement and the recommendations of the ISO20121 and AA1000SES standards. Furthermore, the aim was to ensure that all three pillars (social, environmental and economic) of the strategy could be reviewed from the

perspective of local and international stakeholders, and that external as well as internal stakeholders could provide their input.

An overview of the stakeholder groups identified so far by FIFA and the LOC can be found below. Please note that this list represents the understanding of the stakeholder landscape as of November 2014. It was the basis for contacting key stakeholders and for verifying the strategy.

Stakeholder group	Description
Event organisers	including the entities of FIFA, the LOC, Host Cities, stadium authorities and regional committees responsible for organising the competition
Workforce	including employees and volunteers as well as organisations representing them
Participants	including individuals and groups that contribute actively towards staging the event, in particular the national teams that compete in the tournament
Commercial Affiliates	including FIFA Partners, FIFA World Cup Sponsors and National Supporters
Community	including 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 companies that provide products or services for the organisation of 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

Methodology


The objectives of this first phase of the engagement with selected stakeholders were:

- to present the draft strategy to key stakeholders, to give them the possibility to express their expectations and concerns regarding the sustainability of the 2018 FIFA World Cup, to collect their view on risks and opportunities, and
- to gather their feedback on the structure and content of the draft strategy.

The methods used included a questionnaire, individual interviews, panel discussions, workshops,

and presentations in Zurich and Moscow. This first phase of the engagement took place between September 2014 and March 2015.

To allow for unbiased and more open answers, FIFA and the LOC chose the approach of limited disclosure, which meant that the publication of outcomes would be general and not attributed to particular stakeholders. The publication of a specific input, comment or statement attributed to an individual stakeholder would first need to be agreed with the stakeholder beforehand.



Stakeholders are those individuals, groups of individuals or organizations that affect and/or could be affected by an organization's activities, products or services.

Outcomes

Stakeholder participation

FIFA and the LOC contacted at least one representative of each of the stakeholder groups identified in the mapping, except for the supply chain group since key suppliers had not yet been appointed. The large majority of them showed an interest and readiness to participate in the stakeholder engagement. Most stakeholders provided input based on the questionnaires and, where possible, participated in the meetings organised by FIFA and the LOC. In some cases, the stakeholders preferred to provide feedback in a more informal way, in face-to-face meetings or over the telephone. A few stakeholders considered their own role in this process to be not significant and did not provide their feedback. A minority of stakeholders informed FIFA and the LOC that at this stage they could not provide input and a few stakeholders did not respond at all. Overall, FIFA and the LOC invited 51 external organisations to participate in the first phase of the stakeholder engagement and provide input on the strategy. 47 of them responded and provided their feedback.

Internally, FIFA and the LOC organised information sessions and workshops to collect input from staff and management on the proposed strategy. 114 FIFA staff attended the presentation on the sustainability strategy. 82 of them provided feedback on the questionnaire and 13 key staff participated in the workshop. 20 LOC staff participated in the general presentation and 11 LOC top management staff participated in the meeting about the strategy.

Timeline of stakeholder engagement

September
2014

October
2014

13 November
2015

December 14
to March
2015

14 January
2015

5 February
and 6 March
2015

Description

Method: Presentation

LOC organised a three-hour event open to all staff to present the strategy and offer the opportunity to provide feedback and to discuss the material issues. Stakeholder groups represented: event organisers, workforce

Method: Presentation

The LOC organised a presentation for management level to present the strategy and discuss questions. Stakeholder groups represented: workforce

Method: Moderated panel discussion

39 organisations from Russia and abroad were invited to participate in a one-day panel discussion in Moscow. In the morning, FIFA and the LOC presented the process by which the draft strategy was developed. Guest presentations by the Civic Chamber of Russia, UNEP and WHO provided further context. In the afternoon, all stakeholders were invited to participate in a moderated discussion to speak about their expectations and priorities for the event, their view on opportunities and risks, and their input on the draft strategy. Stakeholder groups represented: event organisers, workforce, community and regulatory bodies

Method: Interviews

FIFA and the LOC engaged with key organisations who were not able to attend the panel discussion in Moscow via e-mail, telephone and face-to-face meetings. Stakeholder groups represented: commercial affiliates, football-related organisations, attendees, and community

Method: Presentation and survey

FIFA organised a one-hour event open to all staff to present the strategy and offer the opportunity to provide feedback to the materiality list by choosing their top five issues. Stakeholder groups represented: event organisers, workforce

Method: Moderation workshops

FIFA organised two 1.5-hour workshops for key staff involved in organising the 2018 FIFA World Cup. The participants discussed the structure and content of the strategy, reviewed the materiality of issues, discussed risks and opportunities, and provided input on the goals presented in the draft strategy. Stakeholder groups represented: workforce

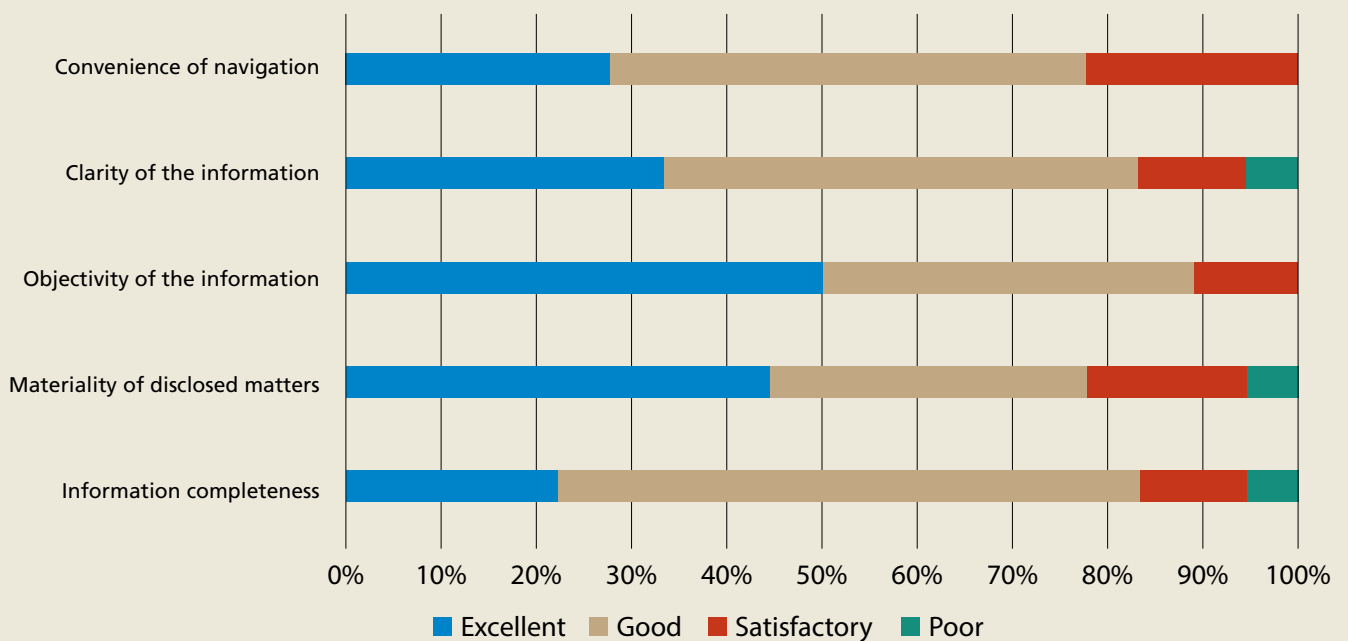
Input on the content and structure of the strategy

For FIFA and the LOC, it was important that the strategy covered the requirements of international standards and was easy to understand for stakeholders and the public. Overall, the structure was rated as mainly good to excellent. The stakeholders, including representatives from external organisations and staff, made a number of suggestions regarding the content and structure of the strategy (see graph below). FIFA and the LOC discussed all these proposals and made changes to the strategy where additional information was already available, while keeping it as short and concise as possible.

Here is an overview of the suggestions submitted by stakeholders in regard to the content and structure of the strategy:

- specify the standards FIFA and the LOC will aim to adhere to (see p 10 of the final strategy)
- provide additional information on how FIFA and the LOC understand their sphere of influence (see p 11)
- adapt terminology to correspond to the FIFA World Cup terminology (see glossary p 24-25 and other pages)
- harmonise and keep in mind the novelty of sustainability terminology in Russia
- make the introduction and forewords less technical for all stakeholders and general public to better understand (p 6-9)
- include more information on the plans for the stakeholder engagement (p 7 and 18) and monitoring and reporting (p 22)
- add clarity on the timeline for the implementation of the strategy (p 6)

Question: Please rate the draft sustainability strategy based on the following criteria (18 external stakeholders responded)



Top five issues

FIFA and the LOC asked all stakeholders to rate their top five objectives from the list of 25 objectives included in the draft strategy. This list of objectives contained all issues that had been identified to be material for the 2018 FIFA World Cup Sustainability Strategy. It is important to note that this rating is not an exact arithmetic exercise, but a result of the reasoning of many individuals and has an approximate character instead of a fixed and exact numerical character. The following graph shows how each issue was rated by external and internal stakeholders.

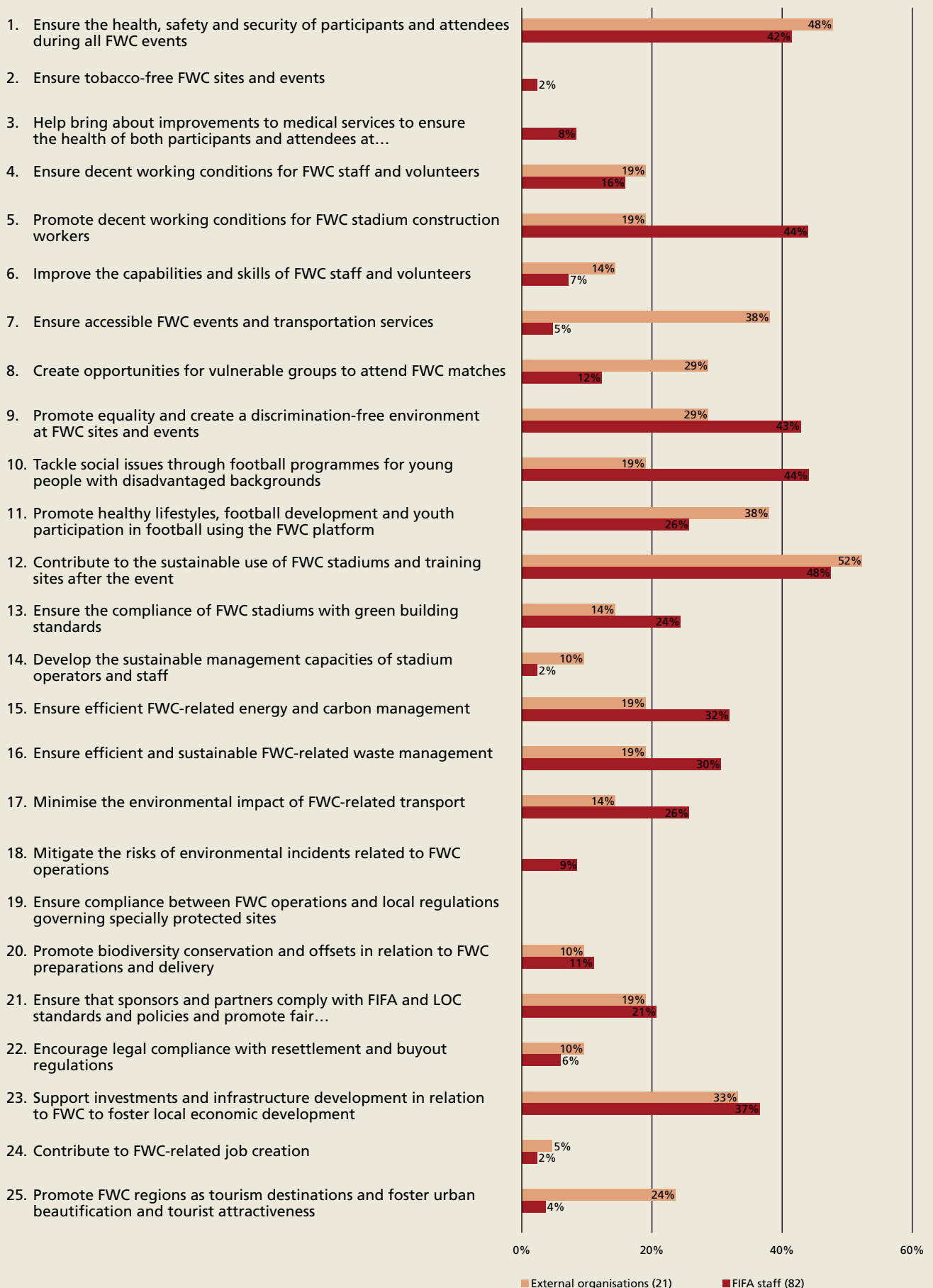
Top five issues for internal stakeholders (82 FIFA staff)

1. Contribute to the sustainable use of FWC stadiums and training sites after the event (48%, Objective 12.)
2. Promote decent working conditions for FWC stadium construction workers (44%, 5.)
3. Tackle social issues through football programmes for young people with disadvantaged backgrounds (44%, 10.)
4. Promote equality and create a discrimination-free environment at FWC sites and events (43%, 9.)
5. Ensure the health, safety and security of participants and attendees during all FWC events (41%, 1.)

Top five issues for external stakeholders (21 external organisations)

1. Contribute to the sustainable use of FWC stadiums and training sites after the event (52%, Objective 12.)
2. Ensure the health, safety and security of participants and attendees during all FWC events (48%, 1.)
3. Ensure accessible FWC events and transportation services (38%, 7.)
4. Promote healthy lifestyles, football development and youth participation in football using the FWC platform (38%, 11.)
5. Support investments and infrastructure development in relation to FWC to foster local economic development (33%, 23.)

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



Input on the materiality of issues

The stakeholders were also asked to highlight any issues that were missing or needed to be explained further. Overall, the feedback from stakeholders did not indicate to FIFA and the LOC that there were any major issues missing from the strategy. However, there were a few important aspects that needed clarifications and/or adaptations (see table below).

It is important to note that many additional points have been raised by external and internal stakeholders pertaining to their particular fields as well as suggestions for action, which are being considered by FIFA and the LOC. The list below only covers topics that were raised by various stakeholders and thus deemed by FIFA and the LOC as critical to address at this stage.

Issue	Stakeholder input	Response by FIFA and LOC (in brackets the corresponding page number in the published strategy)
Human rights	It was pointed out that the draft version of the strategy did not explicitly include the term "human rights".	The principles of human rights are an important part of the strategy. They are the basis of a number of the objectives as well as the governing principles (see p 12). To clarify this standpoint, FIFA and the LOC adapted the introduction to the social pillar of the strategy to include the term "human rights" (p 15).
Inclusivity and equality	It was pointed out that the formulation of the objectives in regard to inclusivity and equality did not cover all groups.	FIFA and the LOC re-worded objectives 7 to 9 to clarify the objectives (p 15). In addition, FIFA and the LOC reviewed the definition of the governing principle of inclusivity to ensure that no group was omitted (p 12). Furthermore, the introduction was adapted to emphasise that the cultural, ethnic and linguistic diversity in Russia was an important aspect and opportunity for the sustainability strategy of the 2018 FIFA World Cup (p 7 and 10).
Education	Educational programmes were highlighted as an important objective to include in the strategy.	Education is indeed a key part of the strategy and will be used as a means to achieve a number of objectives. Thus, in the strategy, education is not one objective but part of the cross-cutting approaches that will be used to deliver the strategy (p 14).
Legacy	Stakeholders stressed the importance of and opportunity for leaving lasting positive legacies, both intangible and tangible.	FIFA and the LOC view legacy as an essential outcome of the sustainability strategy. This standpoint is highlighted in the executive forewords (p 6 and 7), is included as a cross-cutting approach to deliver the strategy (p 14), and is part of the sporting legacy goal (p 15). In addition, a detailed description of what legacy means for the FIFA World Cup was added to the glossary (p 25).
Labour rights	Labour rights and decent working conditions were highlighted as important for all groups involved in the preparation and staging of the FIFA World Cup.	FIFA and the LOC reviewed the objectives in regard to labour rights and decent working conditions to ensure that all relevant groups were considered. This pertained in particular to objectives 1 to 5. In addition, the definition of the term "decent work" was added to the glossary to help clarify what it means for the FIFA World Cup (p 24).
Scope and boundaries	In some instances, stakeholders suggested expanding the scope and boundaries of the strategy beyond the infrastructure of FIFA World Cup stadiums and official sites.	In the level-of-influence analysis, FIFA and the LOC reviewed the key issues in terms of the ability to influence decisions and activities (p 11). The scope and boundaries of the objectives were set according to this analysis. The conclusion was that beyond the infrastructure built for FIFA World Cup stadiums and official sites, the level of influence of FIFA and the LOC is only limited. Consequently, no other infrastructure sites were included in the strategy. Nevertheless, as outlined in the cross-cutting approaches, FIFA and the LOC will engage with stakeholders to raise awareness and promote sustainability in the world of sport (p 14). It is expected that a number of intangible and tangible legacies will also be felt outside the stadiums and official sites.

Next steps

This report was sent to all stakeholders involved in the first phase of the stakeholder engagement and published on FIFA.com together with the Sustainability Strategy of the 2018 FIFA World Cup. In July 2015, FIFA and the LOC will start their second phase of the stakeholder engagement, which will focus on better understanding what needs to be reported on in terms of sustainability and initiate talks with selected stakeholders on shared sustainability goals and specific initiatives. For questions or comments, please contact FIFA and the LOC at sustainability@fifa.org.

Annexe I: Questionnaire used for first phase of stakeholder engagement

1. Please rate the draft Sustainability Agenda based on the following criteria

Criterion / Grade	Excellent	Good	Satisfactory	Poor
Information completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materiality of disclosed matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objectivity of the information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of the information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience of navigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Please provide your comments, if any, as follows:

Section of the Sustainability Agenda	Comment/Suggestion/Question

3. Please select your top five goals from the below list

After reviewing a long list of potential issues which were collected through research and past FWC experiences, FIFA and the LOC rated, deleted and grouped the most relevant of them into the below 25 goals for the 2018 FWC.

FIFA and the LOC are in the process of reviewing these goals with internal and external stakeholders. Your input will be important to adapt them where necessary, check if there are any important ones missing, and prioritise them.

Please indicate five goals, which you consider as the most important in relation to the 2018 FWC.

(For our analysis it is important that you tick ✓ exactly five goals.)

Goal	Your top five
Health and Safety	
Ensure the health, safety and security of participants and attendees during all FWC events	
Ensure tobacco-free FWC sites and events	
Help bring about improvements to medical services to ensure the health of both participants and attendees at the FWC	
Decent Work and Capacity Building	
Ensure decent working conditions for FWC staff and volunteers	
Promote decent working conditions for FWC stadium construction workers	
Improve the capabilities and skills of FWC staff and volunteers	
Inclusivity and Equality	
Ensure accessible FWC events and transportation services	
Create opportunities for vulnerable groups to attend FWC matches	
Promote equality and create a discrimination-free environment at FWC sites and events	
Social Development, Healthy Living, and Sport Legacy	
Tackle social issues through football programmes for young people with disadvantaged backgrounds	
Promote healthy lifestyles, football development and youth participation in football using the FWC platform	
Contribute to the sustainable use of FWC stadiums and training sites after the event	
Green Building Standards for Stadiums	
Ensure the compliance of FWC stadiums with green building Standards	
Develop the sustainable management capacities of stadium operators and staff	
Transport, Carbon, Energy and Waste Management	
Ensure efficient FWC-related energy and carbon management	
Ensure efficient and sustainable FWC-related waste management	
Minimise the environmental impact of FWC-related transport	
Risk Mitigation and Biodiversity	
Mitigate the risks of environmental incidents related to FWC operations	
Ensure compliance between FWC operations and local regulations governing specially protected sites	
Promote biodiversity conservation and offsets in relation to FWC preparations and delivery	
Ethical Business Practices	
Ensure that sponsors and partners comply with FIFA and LOC standards and policies and promote fair marketing and contractual practices	
Encourage legal compliance with resettlement and buyout regulations	
Local Economic Development	
Support investments and infrastructure development in relation to FWC to foster local economic development	
Contribute to FWC-related job creation	
Promote FWC regions as tourism destinations and foster urban beautification and tourist attractiveness	

Additional issues and/or goals you think are missing:

If you have further comments or any questions about the 2018 FIFA World Cup Sustainability Strategy, you can contact [name of responsible person]. We would be happy to receive your input. Thank you very much for your support.

Impressum

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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.

