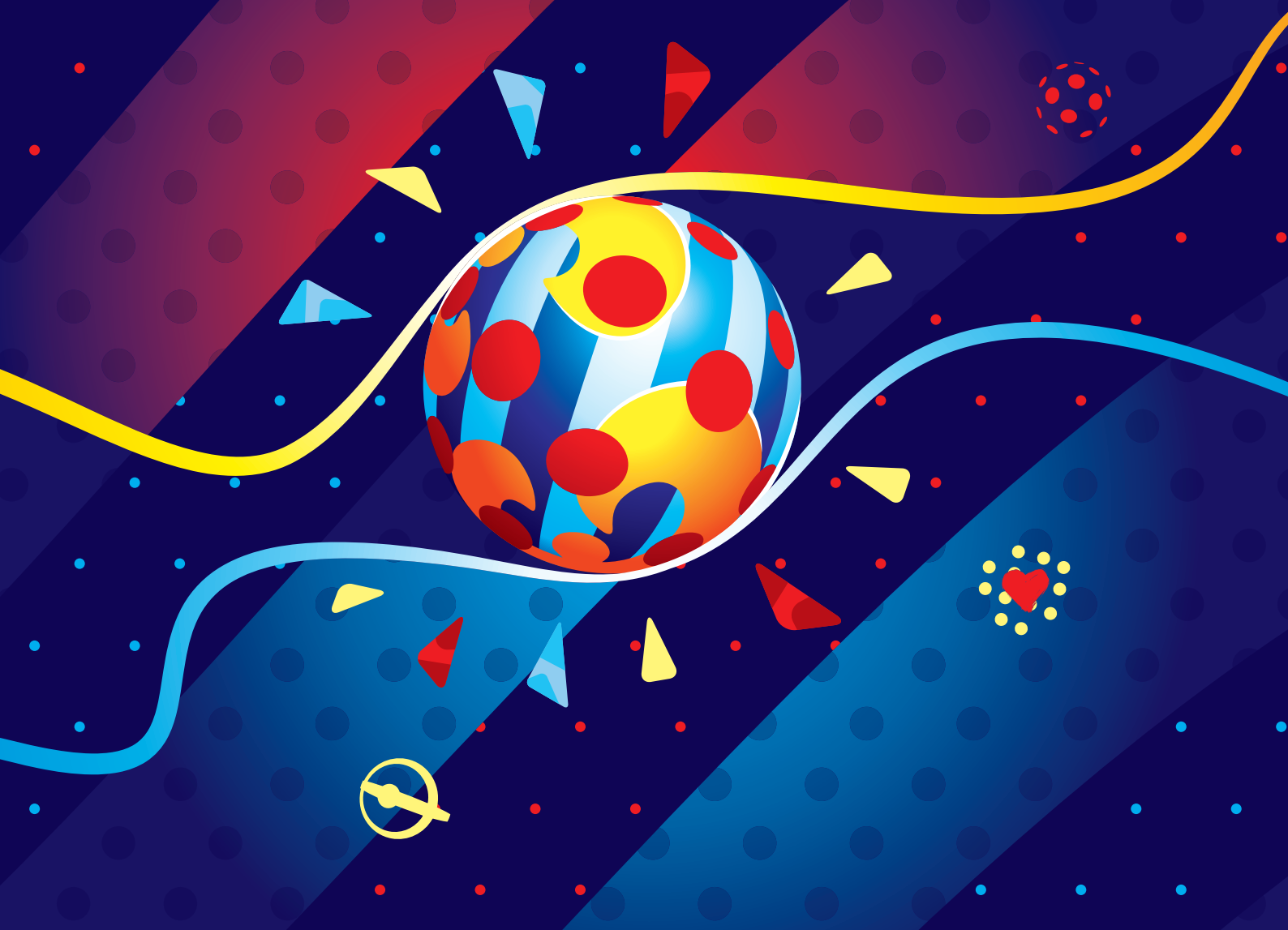




Sustainability Strategy

FIFA Women's World Cup France 2019™

“Dare to shine” on all fronts





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Foreword by FIFA Secretary General Fatma Samoura



It is of utmost importance to FIFA that the FIFA Women's World Cup™ is a sustainable competition, which is why I have the pleasure of presenting the Sustainability Strategy for the 2019 edition, which sets out our approach and the measures that have been taken. It is important to note that the U-20 Women's World Cup in 2018 and the FIFA Women's World Cup 2019™ are excellent opportunities to develop women's football and promote diversity in football and society at large.

The close cooperation established with the Local Organising Committee with regard to sustainable development has been essential to ensure that the strategy implemented is suited to the host country. The choice of the main topics and objectives are thus based on the French Football Association's vision and FIFA's experience in terms of integrating sustainable development into the organisation of events, as well as on the national regulatory framework and internationally recognised standards in this area.

We would like to leave a lasting legacy in France, and are also endeavouring to meet our standards in terms of stadium accessibility, anti-discrimination, capacity building, waste management, the environment, the fight against smoking and social change.

As we prepare for the FIFA Women's World Cup™ in France, our aim is for this strategy to guide the work that remains to be done and contribute to achieving some of the objectives set out in FIFA's mission to develop football, improve the experience for all and build a stronger institution.

Foreword by Deputy Vice-President of the French Football Association and the Local Organising Committee Brigitte Henriques



The FIFA U-20 Women's World Cup 2018 and the FIFA Women's World Cup 2019™ provide a unique opportunity to leave a tangible sporting, social and economic legacy in the host territories. Moreover, they will make it possible to definitively anchor women's football in the association and cultural fabric at both local and national level. The organisation of the tournaments is a fantastic opportunity for the French Football Association to promote the practice of women's football and women's sport in general to a wide audience and to take action that will have a long-term effect with regard to gender equality on the French sports scene and in society.

The impact of these competitions goes beyond the boundaries of sport. French football would not be able to exist and develop without the social structure of which it is part. The concepts of impact and legacy have therefore been placed at the heart of the French Football Association's project from the bidding phase onwards. With FIFA's support and based on international standards in this area, the Local Organising Committee (LOC) has, since it was called into being in September 2016, committed to a responsible management policy in line with the biggest international French events and together with the Ministry of Sport. In addition, FIFA and the LOC jointly developed the global sustainable development strategy set out in this document. This strategy, centred around nine key topics, has been shared with the host territories, which will ensure its implementation at local level, enabling the deployment of joint programmes at national level. Its success depends on the support of various stakeholders of the LOC and FIFA. It will lay a solid foundation for the development and structuring of French women's football and, more generally, to French women's sport, as well as helping to make football a tool for social progress.

1. Facts and figures about the FIFA Women's World Cup France 2019™

- 🌐 24 teams
- 🌐 9 host cities
- 🌐 7 June to 7 July 2019
 - 🌀 Final draw: 8 December 2018
 - 🌀 Opening match: 7 June in Paris
 - 🌀 Group stage: 7 to 20 June
 - 🌀 Round of 16: 22 to 25 June
 - 🌀 Quarter-finals: 27 to 29 June
 - 🌀 Semi-finals: 2 and 3 July
 - 🌀 Play-off for third place: 6 July
 - 🌀 Final: 7 July in Lyon
- 🌐 180 officials
- 🌐 2,500 volunteers



FIFA U-20 Women's World Cup France 2018 in Brittany, France.



- 🌐 16 teams
- 🌐 4 host cities
- 🌐 5 to 24 August 2018
 - 🌀 Final Draw: 8 March 2018 in Rennes
 - 🌀 Opening match: 5 August in Vannes
 - 🌀 Group stage: 5 to 13 August
 - 🌀 Quarter-finals: 16 to 17 August
 - 🌀 Semi-finals: 20 August in Vannes
 - 🌀 Final: 24 August in Vannes
- 🌐 90 officials
- 🌐 600 volunteers

2. Developing the strategy

From words to action










The French Football Association (FFF) and the Local Organising Committee (LOC) have placed the notions of impact and legacy at the heart of their bid and project for the Women's World Cup. FIFA's ambition is to continue to organise its events and tournaments in line with sustainable development principles. As role models in the French and global sporting landscape, FIFA and the LOC have carried out an in-depth analysis to be able to address to the three key aspects of sustainable development (see below) so that their activities can enable beneficial social and economic development while protecting the environment.

A solid reference framework

Based on the following international standards, the sustainable strategy for the FIFA Women's World Cup 2019™ has a solid frame of reference:

-  ISO 20121: Sustainable events
-  ISO 26000: Social responsibility
-  The 15 eco-responsible commitments for major international sports events (GESI) introduced by the Ministry of Sports in partnership with the WWF.


Thanks to its expertise, FIFA has developed commitment, regulations and specifications for many years, enabling the involvement of all the event stakeholders in the implementation of this sustainable strategy. All the organisation processes are informed by the following reference documents:

-  Organising agreement
-  Host city agreements
-  Stadium agreements
-  Stadium requirements
-  FIFA Statutes
-  FIFA Code of Conduct
-  FIFA Code of Ethics
-  FIFA's Human Rights Policy
-  Tobacco-Free Policy for FIFA Events

The analysis and sharing of knowledge of previous Women's World Cups have also been a great source of inspiration in the development of FIFA's and the LOC's joint strategy.

Drafting a shared strategy

From the very start, the FIFA and LOC departments have worked hand in hand to draw up an ambitious and realistic strategy that integrates the notion of sports and territorial legacy.

-  Phase 1: Analysis of commitments and standards

By applying to host these women's competitions in 2018 and 2019, France has undertaken to comply with FIFA's specifications and, in particular, those relating to sustainable development, including ISO 20121. In parallel to its commitments with FIFA, the FFF, as the major player in French sport, has committed itself, alongside the Ministry of Sport and the organisers of the 20 largest French sporting events, to developing joint commitments for sporting events in France.

▼ Phase 2: Definition of common challenges

At this stage of the project, FIFA and the LOC, together reviewed the list of challenges established by the analysis of commitments and standards in order to agree on the nine main strategic topics and 19 objectives relating to this strategy.

▼ Phase 3: Review and exchanges with host cities

At the heart of the strategy of the FIFA Women's World Cup France 2019™, the host territories are instrumental as partners in carrying out our operational action. Thus, to better understand how they function and establish a starting point for collaboration with them, a review of the initiatives in the host cities and stadiums was carried out. This review took place in October and November 2017.

Following this review, specific meetings were organised in December 2017 and January 2018 to discuss the various themes of our strategy with local stakeholders and to define together a personalised dashboard for each host territory. The aim of this process was to adapt the discourse and initiatives in terms of social and environmental responsibility to the challenges of the region and to optimise results.


3. Key principles


FIFA, the FFF and the LOC believe that major international sporting events can and should play a special role in promoting sustainability in the host country and the world. The principles of eco-responsibility, diversity, transparency, ethical behaviour, respect for stakeholders' interests and human rights will guide the sustainable development efforts of this Women's World Cup, through which FIFA and the LOC aim to leave a positive legacy in the host country.




4. Scope of action

The following geographical aspects have been taken into account in the development of the event strategy:

 **A global and federative dimension:**
in essence, the FIFA Women's World Cup™ is aimed at an international audience whose knowledge and expectations concerning sustainability are very different from country to country. Our aim is to have a global vision in our work and to help our various target audiences to consider our social and environmental concerns when they are planning their travels, trips and stays during the competition.

 **National dimension:**
the sustainable development strategy of the event will be implemented strictly in line with French legislation and with the active participation of public authorities, stadiums, clubs, partners, and the service providers and suppliers selected to deliver this event.

 **A local dimension in the event's success:**
the host cities and their inhabitants are key factors in the success of our strategy. Each host city has been selected following a bidding process in which the quality of the infrastructure and adherence to common values relating to economic, social and environmental impacts on their populations was taken into account. Each host city undertakes to carry out local action to speed up its public policy relating to the strategic topics established by the LOC and FIFA.

5. Key objectives

Following the analysis of the commitments, the relevant standards and the different expectations of the stakeholders, the decision was made to draw up the eco-responsible strategy for the FIFA Women's World Cup 2019™ centred around **nine main strategic** topics. Each topic is complemented by its own performance indicators and a road map integrating the different fields of action previously defined.

It is essential to remain attentive at each phase of the preparation and delivery of the event in order to have a real impact in this area. By imposing strict compliance with its objectives on its service providers and by working on prevention among various groups, FIFA and the LOC hope to take a new approach to the subject based on interactivity and collaboration.



Social

- ▼ Diversity
- ▼ Health
- ▼ Access for all
- ▼ Human resources



Environment

- ▼ Biodiversity
- ▼ Waste management
- ▼ Climate change



Economy

- ▼ Responsible procurement
- ▼ Boosting local development

The graphic above summarises the nine topics covered in the event's sustainable development strategy, which are complemented by more transversal actions, such as:

- 🌐 The commitment of partners, suppliers and service providers of the event
- 🌐 The promotion and the communication of these actions to as many people as possible

- 🌐 The creation of specific content to explain and support our approach
- 🌐 Speaking engagements on themes related to our strategy to advance the sports world in this field in France and in the world.

Social: being an actor for social change

The impact of football on society no longer needs to be proven as it is such a big part of the daily lives of millions of people around the world. Football – the number one sport in France – and especially major football events unite people. In addition to ensuring the socially responsible

organisation of the event, FIFA and the LOC also endeavour to use the power of football to spread strong social messages and encourage other stakeholders in society to change their views on the issues of diversity, health and accessibility.

Diversity

1. Promoting gender equality at all organisational levels of the event
2. Being a key player in changing the place of women in sport and society

Health

3. Providing a smoke-free environment for people working at and the general public attending the event
4. Diversifying our food offering
5. Promoting sport as a key factor for everyone's health

Access for all

6. Making competition venues accessible to everyone
7. Fighting all types of discrimination
8. Proposing a pricing policy that allows all types of people to attend the event

Human resources

9. Ensuring the best working conditions for FIFA and LOC staff and volunteers
10. Enabling skills development

Environment: prevention better than cure

Without a doubt, organising such a large event has an environmental impact. FIFA and LOC are aware of the related risks and their responsibility. Taking into account the following aspects will help prevent and mitigate the negative impact.

Biodiversity

11. Respecting all natural environments that might be affected by the organisation of the event

Waste management

12. Reducing, reusing or recycling waste connected to the organisation of the event

Climate change

13. Encouraging the use of more environmentally friendly means of transport

14. Ensuring that energy and water are not wasted in the organisation of the event

15. Encouraging the use of renewable energy

Economy: tapping into local know-how

The FIFA Women's World Cup 2019™ is an amazing opportunity to promote a responsible approach to events and to boost the local economy of the host country.

Responsible Procurement

16. Ensuring a responsible procurement policy

Développement local

17. Encouraging local economic development

18. Contributing to job creation in the host territories

19. Promoting the host regions as tourist destinations

6. Involvement of stakeholders

A Women's World Cup provides a unique opportunity to showcase the universal nature of football and promote responsible social, environmental and economic values in the host cities and among all the event's stakeholders. This event is an opportunity to change people's mentality and raise awareness.

To this end, FIFA and the LOC have undertaken a continuous and constructive information campaign among their various stakeholders from the very start, whether during the welcome day for new recruits or the call for tender for service providers. Time is set aside to discuss the progress of the project to highlight good practices and seek common solutions to potential obstacles encountered.



7. Management and governance

FIFA and the LOC aspire to involve all stakeholders in the promotion of the responsible organisation of the event. This responsible management applies not only to the preparation phase but also the actual event. FIFA and the LOC's corporate social responsibility departments will ensure that the commitments made prior to the event are honoured during the operational phase.

Management

FIFA's management plan for its events traditionally comprises five phases: design, development, implementation, operations and evaluation.

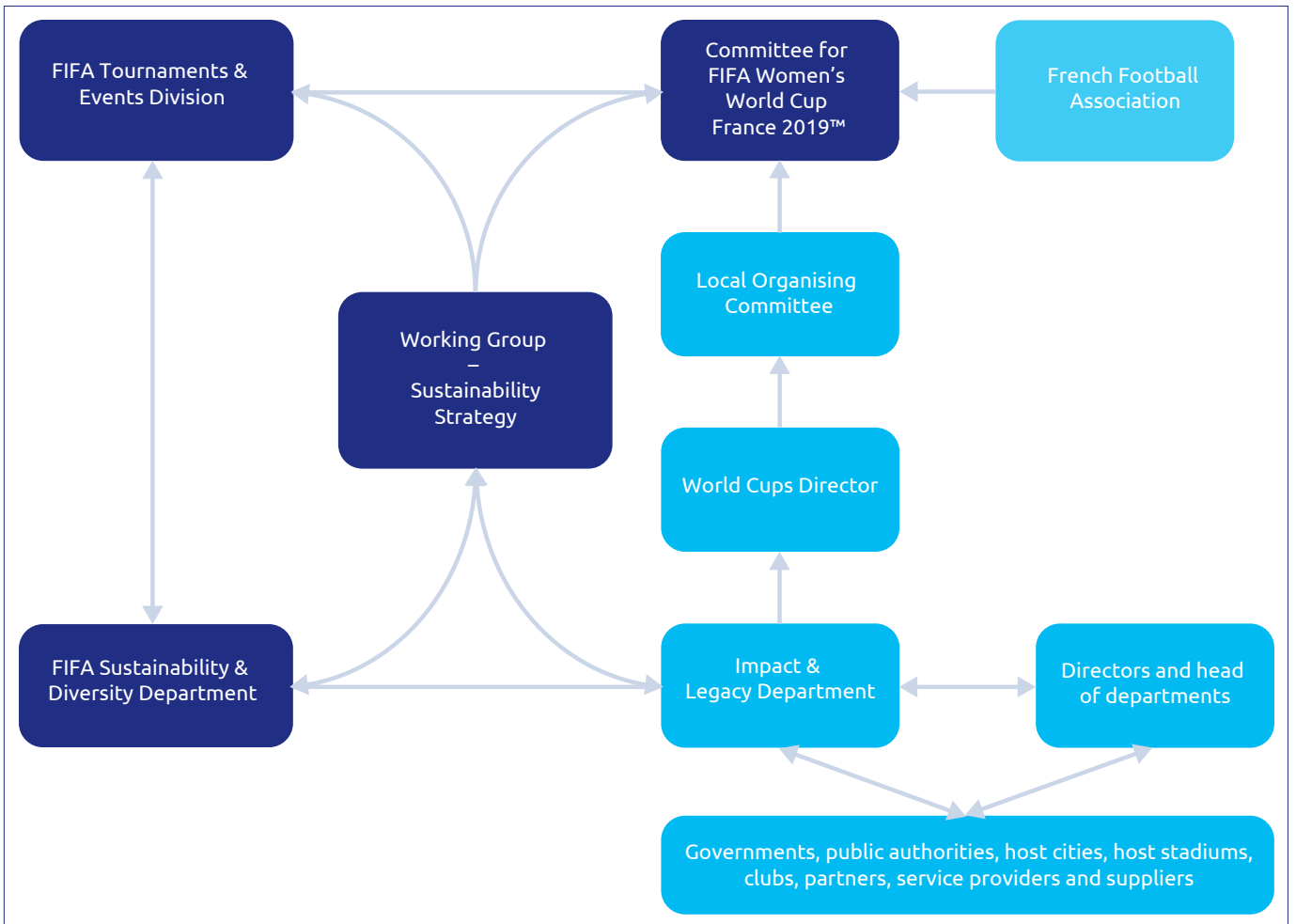
The first two phases of this strategy include a major analysis of the needs, risks, opportunities, stakeholders and responsibilities. A national strategy and action plan were developed based on these analyses. In the next two phases, efforts will focus on operationalising the initiatives to ensure their effectiveness in the overall delivery of the event. As in any eco-responsibility strategy, the end-of-event and evaluation phase of the competition is crucial in order not to cancel out all the positive effects of the efforts made by all during the previous phases. An economic, social and environmental impact study will be conducted at the end of the event to assess its added value at local, national and international levels. The LOC will also be evaluated on

its compliance with the 15 eco-responsible commitments agreed on with the Ministry of Sport.

Governance

The strategy developed together by FIFA and the LOC respects the main principles set out in ISO 20121 on event sustainability management. These principles provide a recognised reference framework that gives credibility to the action of all parties.

The success of this strategy and the resulting eco-responsible management depends on the strong commitment of all project stakeholders, regardless of their level and decision-making power. Thus, from the very start of the submission of the French bid, the commitment of the FFF's senior managers set the tone for the rest of the process. Each director and head of department then carried over this commitment to their teams. Each of them was invited to actively participate and submit proposals on the matter and were encouraged not to remain mere executors. The philosophy that accompanies the implementation of this strategy encourages listening, sharing and moving forward together on this very important subject. The Impact & Legacy Department of the LOC thus worked across all projects to establish coherent and effective action. Investments have been studied in order to integrate the notion of a tangible and sustainable legacy for all these themes.



8. Key documents

In order to improve understanding and knowledge, FIFA and the LOC have drafted several key documents on sustainable development. These documents help to coordinate everyone's work and to follow the progress of various dossiers:

- 🌐 **The strategy:** this document summarises the main strategic topics linked to social, environmental and economic themes. It sets out the overall approach and the performance indicators for each of the three pillars.
- 🌐 **The impact & legacy concept:** this document sets out in detail the scope of the service, its link to other departments and its objectives. This is the internal reference document to coordinate FIFA's, the LOC's and the FFF's impact and legacy work.

- 🌐 **Action plans:** the action plans list the action decided on by FIFA, the LOC and the main stakeholders involved in the organisation to achieve the objectives for the FIFA Women's World Cup™.
- 🌐 **The territorial dashboards:** in order to optimise the local impact of the competition's sustainable development strategy, the decision has been made to work in close collaboration with host territories to target specific action aimed at their populations. The list of these actions as well as the related indicators have been compiled in these territorial dashboards. They also summarise the responsibilities of each player in the project.

9. Follow-up and evaluation

The continuous assessment of the work is an important part of the project and makes it possible to react quickly in case of poor results. Regular checks will be carried out to communicate internally the progress of work. These regular checks will allow us to calmly prepare the evaluation phase, which will also include the evaluation of the 15 eco-responsible commitments made with the Ministry of Sport.

The final report will be essential to transfer the skills acquired through the organisation of the FIFA Women's World Cup France 2019 to the French Football Association and the host territories as well as to begin sharing experiences with organisers of other major sports events. These aspects will also serve as a reference for future editions of the FIFA Women's World Cup™ and other organisers of major sports events in France.

Sustainability Strategy of the FIFA Women's World Cup, France 2019™

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