



FIFA WORLD CUP
Brasil

Sustainability Report

2014 FIFA World Cup Brazil™



Sustainability Report

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FOREWORD BY THE FIFA PRESIDENT



The 2014 FIFA World Cup™ was a truly unforgettable tournament. From the first kick of the ball to the last, football fans around the world were hit by football fever. The group phase was the most entertaining I have ever experienced, and the knockout stages could hardly have been tenser, with eight of the 16 matches being decided after extra time or on penalties. It was a veritable footballing success.

Attractive football, however, is just one of the ingredients of a successful FIFA World Cup™. We must ensure that the effort we put into staging a successful tournament on the pitch is well complemented by our work off the pitch, most notably in the field of sustainability.

I am very happy to present you with this report, which presents the many sustainability activities carried out by FIFA and the 2014 FIFA World Cup Local

Organising Committee (LOC) during the 2011-2014 tournament cycle. I am sure you will find its contents both informative and interesting.

From waste management and carbon offsetting to capacity-building and inclusivity, the implementation of our sustainability strategy has led to many achievements that we are proud of. I am convinced that our experience in Brazil leaves us well placed to further integrate sustainability considerations in our future FIFA World Cup operations.

For the Game. For the World.


Joseph S. Blatter
FIFA President

STATEMENT FROM FIFA'S SECRETARY GENERAL



The FIFA World Cup is the biggest single-sport competition in the world. Staging the tournament entails transporting millions of people to the matches and fan fests, 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 and broadcasting the matches in over 200 countries. This scale inevitably has an impact on society and the environment in the host country. As the organisers of this mega-event, we believe it is our responsibility to limit the associated negative impacts of the FIFA World Cup, while at the same time maximising the huge positive impact it can have.

The 2006 FIFA World Cup™ in Germany was a turning point in our approach to the sustainability of our competitions, where FIFA, the local organising

committee and authorities were dedicated to delivering a more sustainable event. South Africa took up this lead and considerable resources were dedicated to ensuring that the long-term benefits of the 2010 FIFA World Cup™ were as strong as possible in the country and resonated throughout the continent.

As the organisers of this mega-event, we believe it is our responsibility to limit the associated negative impacts of the FIFA World Cup, while at the same time maximising the huge positive impact it can have.

This close collaboration with LOCs and the ensuing lessons learnt were very important for FIFA in improving its approach to sustainable event management, and, for the first time in the history of its flagship event, in presenting a comprehensive sustainability strategy. This strategy, developed in 2011 and early 2012, was built on the ISO 26000 standard for social responsibility as well as the GRI 3.1 Event Organisers Sector Supplement reporting guidelines. In our estimation of the carbon footprint of the competition, we applied the Greenhouse Gas Protocol. These internationally agreed standards are central to our long-term strategy for sustainability as they ensure that we take into account the latest developments in sustainable event management and sustainable development in general.

In terms of FIFA's key achievements, it is important to highlight that we continued to implement our existing social and environmental programmes with a focus on the host country, Brazil, and covering the time period from the preliminary draw to the end of the FIFA World Cup. We did this in close collaboration with the LOC as well as commercial affiliates and local authorities, without which it would have not been possible to implement this strategy.

While we changed the name of our environmental programme from Green Goal to Football for the Planet, the key priorities of waste management, transport, carbon offsetting and procurement remained unchanged. We comfortably met previous benchmarks and offset all of the emissions under FIFA's operational control, including transport and accommodation for all staff, officials, teams, volunteers and guests, and the emissions resulting from our TV productions. This was achieved through a carbon offsetting programme which supported projects in Brazil. Furthermore, we invited over 400,000 FIFA World Cup ticket holders to consider the environmental impact of their trips and raised their awareness on how to mitigate it through a dedicated campaign raising awareness on carbon emissions in the months leading up to the competition.

Through our social development programme Football for Hope, we identified further organisations that use football to deliver high-quality social development programmes in underprivileged communities in Brazil, expanding the number that we work with from five to 37. I had the opportunity to visit one of these organisations in Rio de Janeiro and was impressed with their efforts to help young people achieve their

We are convinced that the initiatives we executed in Brazil were a big step in the right direction and deem them to be a remarkable success.

goals in life. In addition, we staged the Football for Hope Forum and Football for Hope Festival for the second time after initiating these events during the 2010 FIFA World Cup.

These are just some of the many achievements that we are proud of, with several others being described in other sections of this report. We are convinced that the initiatives we executed in Brazil were a big step in the right direction and deem them to be a remarkable success. At the same time, we are aware that organising a mega-event in a sustainable manner is a big challenge and there are also several areas for improvement. For future editions of the FIFA World Cup, we should embrace sustainability to an even greater extent. Each functional area needs to be aware of their role in delivering a sustainable event. Equally important is the need to have a sophisticated knowledge transfer process in place in order to ensure that real progress is made from one tournament to the next. In line with this, we decided to produce this sustainability report in accordance with GRI guidelines and have it assured according to internationally recognised standards, and in early 2012 launched a process to thoroughly restructure the way we manage the FIFA World Cup, including the creation of handbooks on sustainable event management.

For now, as we embark on a new cycle of FIFA tournaments, our ambition is for this report to illustrate the work we have done and identify what remains to be done to achieve one of the key elements of our mission – that of contributing to a better future through football.



Jérôme Valcke
FIFA Secretary General

STATEMENT FROM THE CEO OF THE 2014 FIFA WORLD CUP LOC



It was an honour for Brazil to be entrusted with hosting the 2014 FIFA World Cup, prompting both excitement and the immense sense of responsibility that comes with organising the biggest football competition in the world. While we were committed to delivering a world-class event, it was important that we did so as sustainably as possible.

The sustainability strategy we developed in tandem with FIFA guided us in our quest to maximise the benefits brought by the event, and minimise its negative impact, throughout Brazilian society.

The sustainability strategy we developed in tandem with FIFA guided us in our quest to maximise the benefits brought by the event, and minimise its negative impact, throughout Brazilian society. This process factored in social, economic and environmental concerns. Sustainability has increasingly become a priority for the organisation of major sporting events. The public debate sparked during the FIFA Confederations Cup also served to shed light on the measures taken by all stakeholders to promote a more sustainable event.

In line with the development policies and priorities of the Brazilian government, we developed and implemented various programmes. For example, during the FIFA World Cup, we joined forces with a FIFA Partner and local waste cooperatives to recycle as much as possible of the waste produced

at the 64 matches. The cooperatives collected and recycled 445 tonnes of paper, glass, metal and plastic waste. The disposal was in line with the new Brazilian waste law, thereby contributing to our government's ambitious waste management objectives.

In terms of accessibility and inclusivity, we were able to ensure that special groups, including disabled, blind, elderly and low-income Brazilian residents, could not only purchase tickets, but also get to and from the stadiums, and of course enjoy the matches and the overall World Cup experience, with ease. 18.2% of all tickets sold went to individuals belonging to these special groups.

We implemented all existing FIFA sustainability programmes and set a new benchmark for future FIFA World Cups with the first-ever comprehensive strategy.

Capacity-building was another important part of the strategy, allowing more than 18,000 Brazilian staff, volunteers, drivers, waste collectors, stadium operators and other professionals to strengthen and develop their skills for future assignments through tailor-made training programmes. These training programmes and the experience of organising the FIFA World Cup have made a significant contribution to local know-how on the successful staging of large events.

Throughout the preparations for the FIFA World Cup, I was pleased to see the federal government of Brazil, the host states and the host cities take action to make their stadiums more sustainable, taking environmental, social and economic concerns into consideration. In order to qualify to receive loans from the Brazilian Development Bank (BNDES), stadium projects had to apply for environmental certification for their construction or renovation. So far, seven of the 12 stadiums obtained a Leadership in Energy and Environmental Design (LEED) certificate. FIFA and the LOC offered a six-day sustainability training programme that supported the 12 stadium authorities in their efforts to manage their respective stadiums sustainably during the FIFA World Cup and beyond.

These are just some of the many sustainability initiatives that were implemented in the lead up to and during the FIFA World Cup in Brazil. As you will see in this report, we faced many challenges, and there will be room for improvement in the events to come, especially with regard to the collaboration with host cities on transportation and a more significant integration of sustainability in our procurement process, both of which hold huge potential to positively impact the sustainability of mega-events such as the FIFA World Cup.

Nevertheless, the measures we took clearly improved the sustainability of the competition. We implemented all existing FIFA sustainability programmes and set a new benchmark for future FIFA World Cups with the first-ever comprehensive strategy which included a strong waste management programme and best-in-class measures to ensure the inclusivity of the competition.

I am confident that the lessons we have learned will provide future FIFA World Cups with a solid platform to build on and improve the tournament's sustainability performance further. I am proud of our achievements and their undoubted contribution to reducing the negative impacts and increasing the positive impacts of the FIFA World Cup in Brazil.



Ricardo Trade
CEO of the 2014 FIFA World Cup Local Organising Committee

PROFILE OF THE 2014 FIFA WORLD CUP

The FIFA World Cup is an international football competition for the senior men's national teams of FIFA's member associations that takes place every four years. Its popularity is truly global, bringing excitement to communities around the world and uniting people from different backgrounds through the common language of football.

Preliminary competition

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. A total of 832 qualifying matches took place as part of the preliminary

competition, involving 203 member associations across six continents.

Final competition

The second part, the final competition of the 2014 FIFA World Cup, took place in 12 host cities throughout Brazil from 12 June to 13 July. In total, 64 matches were played. The first 48 matches were played during what was a fiercely contested group stage, the 32 participating member associations being arranged in eight groups of four. The top two teams in each group qualified for what turned out to be a dramatic knockout phase, which consisted of the remaining 24 matches (round-of-16, quarter-final, semi-final, third-place play-off and final matches). Narrowly edging Argentina in extra time



Key milestones of the 2014 FIFA World Cup Brazil

30 October
2007

Brazilian Football Association is awarded the hosting rights for the 2014 FIFA World Cup by FIFA

2 January
2009

Establishment of the 2014 FIFA World Cup Local Organising Committee by the Brazilian Football Association

31 May
2009

Confirmation of 12 host cities with their official FIFA World Cup stadiums by LOC and FIFA

15 June
2011

Launch of the preliminary competition in Couva, Trinidad

30 July
2011

Preliminary Draw for the 2014 FIFA World Cup to draw the qualification groups in five confederations

6 December
2013

Final Draw in Costa do Sauípe in Salvador, Brazil, to draw the 32 teams into eight groups to compete in the final competition.

12 June to 13 July
2014

2014 FIFA World Cup Brazil

10 November
2014

Closing meeting of the 2014 FIFA World Cup LOC Board in Zurich, Switzerland

2014 FIFA World Cup Local Organising Committee

Formally the Copa do Mundo FIFA 2014 - Comitê Organizador Brasileiro LTDA (2014 FIFA World Cup Organising Committee Brazil Ltd.)

Established under Brazilian corporate law as a limited liability company

Headquartered in Rio de Janeiro, with local offices in each of the 12 host cities

Operations fully funded by FIFA

Fédération Internationale de Football Association (FIFA)

FIFA is an association registered in the Swiss Commercial Register in accordance with art. 60 ff. of the Swiss Civil Code

Headquartered in Zurich, Switzerland

A temporary local FIFA office dedicated to the 2014 FIFA World Cup established in Rio de Janeiro from 2010 to 2014

in the final, the German Football Association (DFB) was crowned the 2014 FIFA World Cup champion.

Organisation of final competition

While the preliminary competition is organised across the world by FIFA, the confederations and the individual member associations, the final competition is staged in a host country selected by FIFA. For the 2014 FIFA World Cup Final Competition, the Brazilian Football Association (CBF) was awarded the hosting rights in October 2007. The 2014 FIFA World Cup Local Organising Committee was established by the CBF as a separate legal entity in early 2009, tasked with organising the competition in accordance with a contractual agreement reached with FIFA (the Hosting Agreement), the Regulations of the 2014 FIFA World Cup and any relevant FIFA guidelines.

In delivering most aspects of the event including accommodation, transport, accreditation, marketing, IT&T infrastructure, and communications, FIFA and the LOC worked closely together to implement the FIFA guidelines. The main responsibilities of FIFA included TV productions and ticketing. The main responsibilities of the LOC included, among others, cooperation with the Brazilian government, assurance of order and security in and around the stadiums, compliance of stadiums and facilities of the final competition with the FIFA Stadium Safety and Security Regulations and other FIFA guidelines for international matches, provision of adequate seating and installations for media representatives, and organisation of domestic travel for all participating member associations.

In delivering the final competition, the LOC liaised with the Brazilian government, host states, host cities and stadium authorities to construct and renovate the necessary infrastructure, stadiums and other official venues.

From the FIFA side, the FIFA Executive Committee appointed the Organising Committee of the FIFA World Cup in order to ensure the competition was organised in compliance with the provisions of the regulations applicable to this competition and the Hosting Agreement.

REPORT OVERVIEW

Objectives and achievements of the 2014 FIFA World Cup Sustainability Strategy

Organisational governance	Fair operating practices	Consumer issues	Labour practices
<p>The sustainability efforts were guided by principles of accountability, transparency, ethical behaviour and respect for stakeholder interests, the rule of law, international norms of behaviour and human rights. The efforts aimed to leave a positive legacy in the host country.</p>	<p>FIFA and the LOC aimed to fairly engage with third-party organisations and individuals and promote socially responsible behaviour among their stakeholders by leading by example and through advocacy and sustainable procurement policies.</p>	<p>FIFA and the LOC aimed to protect consumer rights through the application of principles of consumer protection, including health and safety, consumer services, consumer education and data protection as well as inclusiveness.</p>	<p>FIFA and the LOC strove to ensure fair labour practices, including fair wages and benefits in a healthy and safe workplace.</p>

1. Sustainability strategy - planning and execution

For the first time in the history of the FIFA World Cups, FIFA and the LOC developed a comprehensive sustainability strategy according to the ISO 26000 standard for social responsibility and the GRI reporting guidelines.

The strategy was made publicly accessible on FIFA.com and presented at the UN Conference on Sustainable Development in June 2012.

page 15-29

2. Staging a more sustainable FIFA World Cup

To ensure an inclusive event, FIFA and the LOC invested in responsible sourcing, a well-trained workforce, tobacco-free stadiums, health and safety, an anti-discrimination campaign and accessibility for special groups to attend FIFA World Cup™ matches including disabled, blind, elderly and low-income Brazilian residents.

page 31-41

3. Protecting the environment

To reduce their impacts on the environment, FIFA and the LOC estimated the ex-ante carbon footprint of the competition, offset their operational emissions through projects in Brazil and invited ticketholders to do the same, recycled waste in stadiums and made the operation of their fleet of vehicles more sustainable.

page 43-51

84%

of signage produced in Brazil

page 37

18.2%

of all tickets sold to disabled, blind, elderly and low-income Brazilians

page 40

251,000

tonnes of CO₂e compensated to offset all emissions under operational control of LOC/FIFA

page 46

39%

more waste recycled in stadiums than estimated

page 49

Human rights	Environment	Community involvement and development
Within FIFA's and the LOC's sphere of influence, they strove to ensure that human rights and the rule of law were respected, including social justice and fairness.	FIFA and the LOC worked to reduce the environmental impact of the FIFA World Cup, focusing on waste, water, energy, transportation, procurement and climate change, and raised awareness on these issues.	FIFA and the LOC promoted well-being in the host cities by supporting initiatives that use football for development in education, health, social inclusion, civil security and anti-discrimination.



**FIFA WORLD CUP
Brasil**

- over 3.1m purchasable tickets
- 13,153 volunteers
- 1,508 staff at competition
- broadcast in over 200 countries
- 64 matches
- 12 stadiums

4. Social development through football

FIFA believes that football is much more than just a game. Its universal appeal gives it the power and reach to transform lives for the better. FIFA and the LOC invested in Brazilian community projects in all 12 host cities and organised the Football for Hope Forum and Festival to gather young leaders from around the world to exchange best practice on how football can foster social development.

page 53-63

5. Making a lasting impact

Leaving a positive legacy on a host country has increasingly become important. While there is no consensus to date on whether the overall economic impact was and will continue to be positive for Brazil, the preparations for the tournament saw substantial investments by FIFA. Furthermore, FIFA and the LOC have invested in capacity-building programmes, created a legacy fund for football development, and promoted healthy lifestyles.

page 65-75

FIFA President:

“I am convinced that our experience in Brazil leaves us well placed to further integrate sustainability considerations in our future FIFA World Cup operations”.

page 5

FIFA Secretary General:

“For future editions of the FIFA World Cup, we should embrace sustainability to an even greater extent. Each functional area needs to be aware of their role in delivering a sustainable event”.

page 6-7

CEO of the LOC:

“There will be room for improvement in the events to come, especially with regard to the collaboration with host cities on transportation and a more significant integration of sustainability in our procurement process, both of which hold huge potential to positively impact the sustainability of mega-events”.

page 8-9

24%

of the fuel used in the official vehicle fleet was ethanol, all 2,683 drivers received training on sustainable driving

page 50

26

community projects in Brazil supported by a total of USD 1.05m in 2014

page 61

Tailor-made programmes for more than

18,000

Brazilian staff, volunteers, drivers, waste collectors and stadium operators

page 70





1. Sustainability strategy – planning and execution

1.1 Q&A WITH FIFA'S HEAD OF CSR



Federico Addiechi is the head of FIFA's Corporate Social Responsibility (CSR) Department, a position he has held since 2005. In the below Q&A, he provides his views on the main achievements, and areas for improvement, in FIFA's approach to sustainability at the FIFA World Cup, his thoughts on the legacy of the 2014 FIFA World Cup for Brazil, and an outlook on how sustainability work is shaping up for 2018.

Question: 2014 was the first time that a comprehensive sustainability strategy was developed for a FIFA World Cup. In your view, what were the main achievements of this strategy?

Answer: The strategy itself was certainly a big step forward and a great achievement in my view, but not without its challenges. In general, we were able to continue evolving and expanding our approach to sustainability across the social, environmental and economic spheres. These issues were previously covered by separate programmes,

but for 2014 we were able to bring everything under one umbrella.

We comfortably met previous benchmarks, organised the Football for Hope Festival and Forum, introduced a number of improvements and implemented new initiatives. For example, beyond offsetting carbon emissions as was done at past tournaments, we conducted our own full carbon footprint analysis and were able to identify the emissions we were responsible for more precisely. In terms of new initiatives, we implemented a tailor-made six-day training course on sustainability for stadium operators and developed

an online training programme on employability for volunteers from Brazil.

Another positive achievement was accessibility, where we were able to provide special tickets and services to people with disabilities or limited mobility.

In collaboration with expert organisations, we were once more able to offer and improve the audio-descriptive commentary of FIFA World Cup matches for blind and partially-sighted fans.

In the area of waste management, we acted boldly to address the reality that the volume of waste generated for and during a FIFA World Cup was above and beyond the usual volumes. With a department dedicated to waste and strong collaboration with FIFA Partner Coca-Cola, we were able to give this area the special attention it warranted and handle waste and recycling effectively.

What would you say was the key factor behind these achievements?

Besides having a clear strategy in place based on international standards and resources specifically earmarked for sustainability activities, a more sustainable mega-event can only be achieved if everyone works together. In that sense, perhaps the most significant success factor was our strong collaboration with a broad array of stakeholders including the federal government, host cities, stadium authorities and commercial affiliates.

Another important factor for the success was the joint sustainability team put together with the LOC in 2012, adding expertise on social and environmental issues in Brazil. With this very dedicated team of four staff working full time out of Rio de Janeiro and the existing CSR team in Zurich, we were able to implement our projects in a timely manner as well as support other functional areas to make their operations more sustainable.

Where, in your opinion, did you perform below your expectations?

An important element foreseen by the strategy was to make procurement processes related to the FIFA World Cup more sustainable. This area held huge potential to positively impact the sustainability of the event. Unfortunately, tenders were dealt with on a case-by-case basis, which stretched us too thin due to the steady increase in the volume and variety of tender processes as preparations for the event gathered pace. In addition, the weighting given to sustainability indicators in the decision-making process was too often not significant enough to influence outcomes.

Besides these areas, there are a number of other aspects where we would like to make improvements and adjustments. For example, improving the stakeholder engagement process by formalising it earlier and keeping the key stakeholders better informed on our progress, thereby strengthening our communication on the sustainability process. That said, we are very much aware that making the FIFA World Cup more sustainable is a huge task with public expectations that we are not always able to meet. An event of such scale has tremendous impacts on a host country, both negative and positive. To become more efficient in maximising the positive and minimising the negative, we will need to start much earlier, working closely together with bidding nations.

The civil unrest in the summer of 2013 also targeted issues linked to the staging of the tournament in Brazil. What did this mean for you and your team? Did it affect your approach?

The civil unrest was a cause for great concern. We were all taken aback by how intense the protests became. While some of the issues raised during the protests were linked to FIFA and Brazil's hosting of the FIFA World Cup, they did not raise any issues that had not already been considered during the formulation of our strategy. We had based our strategy on a careful analysis of all socio-economic issues relevant to the organisation of the FIFA World Cup and had already factored in the feedback from a number of the stakeholders involved in the protests. That said, the protests gave us an even bigger sense of duty to implement the strategy as effectively as possible. There was unrest in Belo Horizonte at the time the Football for Hope Forum had been scheduled to take place, and the staging of it was uncertain until a couple of days beforehand due to security concerns. Cancelling the forum would have been a great pity and indeed somewhat counterintuitive as the event had been set up in order to explore the use of football as a tool to help tackle many of the social problems raised by the protesters. Instead of cancelling, we added a podium discussion to the programme on the opening day in order to analyse and debate the origins of these protests.

A big challenge that we will always face is that the FIFA World Cup raises expectations in a wide range of areas. This is the effect the organisation of a mega-event has on a country. In such circumstances, FIFA and the LOC are often blamed for issues over which they have no direct influence.

Can you give some examples of areas where you feel you were unduly criticised?

A good example is the criticism that was directed towards us in relation to the fact that despite being an armadillo, Fuleco – the official mascot of the 2014 FIFA World Cup – was not complemented by specific efforts on conserving biodiversity. Biodiversity conservation is of course an important issue for Brazil. However, our materiality analysis concluded that neither FIFA nor the LOC had any direct influence over the regulations that govern biodiversity conservation in Brazil nor did it impact the organisation of the tournament. To make it material for FIFA and the LOC, both these aspects would have needed to be positive. Indeed, we could have donated funds to organisations that were active in conservation. That said, doing so would have meant diverting resources from other areas such as waste management in stadiums and programmes achieving social development through football, areas over which we have a more direct influence.

Another example that caused public discussion was the informal traders who were affected by the zoning around FIFA World Cup stadiums. We think that the criticism towards FIFA and the LOC was unjust because of the efforts we undertook to find a solution and the fact that the main reason for zoning is to guarantee secure and safe matchday operations, which is much more demanding than for normal league matches. Leading up to the FIFA World Cup, FIFA proposed to the host cities to implement a project to allow informal traders to trade inside the commercial restriction areas. As a result, several hundred informal traders were provided with equipment and explicit approval to sell products around the stadiums on matchdays. With this initiative, we were able to satisfy some of the demands of informal traders as well as fulfil all of our contractual obligations and guarantee safe and smooth matchday operations.

In certain cases, people even turned to FIFA for support in solving issues that were clearly beyond our remit, such as a lack of health and education infrastructure in Brazil, or corruption within Brazilian institutions. While some of the projects we support in Brazil through the Football for Hope programme aim to promote health and education through football, they have a small impact compared to the nationwide challenges faced by the Brazilian government in these areas. Regarding ethical behaviour, our responsibility extends to FIFA as an institution and to the football community. The governance reform process we undertook from 2011 to 2013 has certainly

strengthened our organisation's defences against corruption in the world of football, but cannot be expected to have an impact beyond our field of competence.

The 2014 FIFA World Cup tournament in Brazil is now history. However, there are many things that will remain in Brazil. What is for you the most important legacy for Brazil?

Leaving a lasting and positive impact on Brazilian society was central to our approach. Our first priority, and the basis for any long-term impact, was to make the preparation and staging of the event more sustainable and reduce its negative impacts on the environment and any affected stakeholders. As a result, most of our activities focused on the short term

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and the staging of the tournament. Building on these activities, we then identified and developed further actions with a broader and longer term focus on social development and environmental protection in Brazil beyond the imminent impact of the competition. Such actions included investments in hiring local cooperatives and promoting their valuable work in Brazil, employability training for volunteers, training on sustainable stadium operations, health programmes for school children and IT asset donations to public schools and community organisations.

I do not want to single out any of these actions because I believe that they were all important in our efforts to positively contribute to Brazilian society, albeit with varying degrees of impact. The USD 100 million legacy fund created after the tournament is also likely to make a positive contribution to its legacy. As is evident, it will only really be possible to assess the legacy of the FIFA World Cup in Brazil in a few years' time, when the actions will have had time to take effect and the data required to properly assess their impact will be available.

Over the years, the FIFA World Cup has become a bigger and bigger event, and so have the impacts on

the environment and stakeholders. At the same time, your approach to sustainability has expanded and this tournament has seen the first comprehensive sustainability strategy. Can we say that the 2014 tournament was the most sustainable FIFA World Cup ever?

The tournament has evolved, as have the sustainability challenges. The number of matches and teams has remained the same since 1998, but the number of attendees travelling and the requirements of staging a first-class mega-event have grown in many other areas. Addressing the negative impacts and increasing the positive impacts has become more important. That said, it is difficult to compare one FIFA World Cup with another. They are organised in different countries, on different continents and are four years apart. Local conditions such as the size of the country, the energy supply networks, infrastructure or existing laws and regulations have a significant effect on the selection of relevant issues and the tools available to achieve a more sustainable event. For example, the carbon footprint of the tournament depends heavily on the distances and the transport means available to fans between host cities. With its developed train network and shorter distances

The ongoing collaboration with the LOC in Russia and our efforts to ensure strong knowledge transfer gives me confidence that we will be able to go several steps further in our efforts to strengthen the integration of sustainability in the planning and implementation of the tournament in Russia.

between host cities, Germany had a lower carbon footprint for inter-city transport than Brazil, where the much larger distances between host cities often had to be covered by air. In Germany, an effective way to reduce carbon emissions was to offer free train tickets to incentivise fans to use the railways. In Brazil, where there is no sensible alternative to air travel, the most effective approach to reduce the negative impact on the environment was for us to invest in low-carbon projects, thereby offsetting the emissions.

Another example where the discrepancy between host countries is evident is social development challenges, which vary greatly. While the integration of migrants might be considered more relevant as a topic for football-based programmes in Germany, HIV/Aids education and violence prevention were more relevant in South Africa and Brazil respectively. It is these local priorities that help us determine where to focus our support for NGOs, tackling the most relevant issues in each location in order to have a more significant overall impact on social development.

It is difficult, therefore, to compare one tournament to another because the starting points are different. That said, FIFA and the respective LOCs have continuously increased the resources and time they have dedicated to ensuring more sustainable events over the past ten years. From that perspective, I have no doubt that this was definitely the strongest and most comprehensive effort towards sustainability at a FIFA World Cup ever.

How is your approach to 2018 shaping up?

We have been working with the LOC in Russia on the sustainability strategy since May 2013, and are currently finalising the 2018 FIFA World Cup sustainability strategy. We were able to start with the creation of this strategy one year earlier than for the 2014 cycle, using the same approach as for the FIFA World Cup in Brazil, which has helped us greatly in moving ahead swiftly.

We have also made great efforts to ensure proper transfer of knowledge from the tournament in 2014 to the one in 2018. An agenda point of all quarterly review meetings for the 2014 FIFA World Cup was to note down information and experiences that could be important and/or relevant for the subsequent edition. To ensure continuity and learning, the Head of Sustainability of the Russian LOC attended the FIFA World Cup in Brazil and participated in all activities related to sustainability. Furthermore, the head of our sustainability team in Brazil has now joined the CSR team in Zurich and will be working on the preparations for the 2018 FIFA World Cup in Russia. And finally, we are developing new FIFA World Cup handbooks on sustainability that will form the basis of our work for future tournaments.

The ongoing collaboration with the LOC in Russia and our efforts to ensure strong knowledge transfer gives me confidence that we will be able to go several steps further in our efforts to strengthen the integration of sustainability into the planning and implementation of the tournament in Russia.

1.2 HISTORY OF SUSTAINABILITY AT FIFA WORLD CUPS

FIFA's first steps in addressing social development issues through football saw the introduction of campaigns such as "My Game is Fair Play" (1997) and "Say No to Racism" (2002), as well as the dedicated efforts that took place with the UNHCR and UNICEF to improve the living conditions of refugees in the Kosovo region (1999). The latter project signalled the start of a new relationship between FIFA and the United Nations, aiming to promote shared values, as was announced by FIFA President Blatter and then United Nations Secretary General Kofi Annan.

Build a better future through football

A big step came in 2005, the year which saw the introduction of a third pillar to FIFA's mission with a distinctly social objective, ambitiously referred to as "Build a better future". This was a clear recognition by

FIFA that it had a duty that went beyond the governance of international football and the organisation of tournaments. Since this shift in strategy, FIFA has made it a priority to become a more committed and involved actor in sustainable development. As a result, social and environmental considerations have increasingly been placed at the heart of FIFA's core operations.

Football for Hope

An immediate action following this shift was the launch of the Football for Hope initiative, the vehicle through which FIFA committed to support responsible community projects around the world. Since its launch in 2005, Football for Hope has supported 447 social development programmes in 78 countries across all continents, having a positive impact on the lives of tens of thousands of people.

Timeline of social and environmental projects at FIFA World Cups

2006

2006 FIFA World Cup Germany™

"6 villages for 2006" joint campaign of FIFA with SOS Children's Villages to fund the construction of six new SOS Children's Villages in Brazil, Mexico, Nigeria, South Africa, Vietnam and Ukraine.

German LOC launched the Green Goal environmental programme for the 2006 FIFA World Cup. FIFA invested EUR 400,000 in a carbon offsetting project.

2008

FIFA U-20 Women's World Cup Chile 2008

South American Football for Hope Festival with 16 teams of young community leaders from NGOs out of South American countries coming to Chile to celebrate their achievements and exchange their experiences on the power of football to build a better future.

FIFA Anti-Discrimination Days 2008 with a declaration read by the captains and both teams joining behind the banner "Say No to Racism".

2009

FIFA Confederations Cup South Africa 2009

Football for Hope Forum where 150 practitioners of the development-through-football community around the world met to discuss and exchange achievements and the future of football-based programmes for social development.

FIFA Anti-Discrimination Days 2009 with a declaration read by the captains and both teams joining behind the banner "Say No to Racism".

First FIFA World Cup projects

This new era also required an adapted approach to FIFA's organisation of the FIFA World Cup – the largest single-sport tournament in the world. FIFA recognises that organising an international sporting event of such scale can have a negative impact on society and the environment. Starting in 2006 in Germany, FIFA and the 2006 FIFA World Cup LOC jointly established official social and environmental campaigns. The environmental campaign was called “Green Goal”, a first-of-its-kind carbon reduction and offsetting programme in which FIFA invested EUR 400,000. The social campaign was called “6 villages for 2006”, which saw the construction of six villages for orphans in each continent by FIFA and the charitable organisation SOS Children's Villages. Four years later, the 2010 FIFA World Cup in South Africa saw further progress with the construction of

20 Football for Hope Centres across Africa as part of the tournament's official “20 Centres for 2010” social legacy campaign.

A first comprehensive strategy

The momentum gained by these activities led FIFA and the 2014 FIFA World Cup Brazil LOC to prepare a comprehensive sustainability strategy for the 2014 FIFA World Cup three years prior to the tournament itself, presenting it at the United Nations' Rio+20 summit in June 2012. A key milestone in this process is the publication of this sustainability report which provides insights into the activities initiated by FIFA together with the LOC in Brazil, outlines the areas where FIFA sees room for improvement, and shows the progress FIFA has made since its first steps.

2010

2010 FIFA World Cup South Africa™

Football for Hope Festival with 32 teams of young leaders from NGOs around the world coming to Johannesburg to celebrate their achievements and exchange their experiences on the power of football to build a better future.

20 Centres for 2010, a promise by FIFA to create 20 community centres for education, health and football across Africa.

Green Goal environmental programme focusing on areas such as waste, water, transportation, energy, climate change and biodiversity.

FIFA Women's World Cup Germany 2011™

Environmental programme to achieve a climate-fair tournament. Various activities covering the areas of water, waste, energy, mobility/transportation, catering, sustainable management and climate change. This included an environmental advisory board and a certified training course for stadium operators on the sustainable management of football stadiums.

FIFA Anti-Discrimination Days 2011 with a declaration read by the captains and both teams joining behind the banner “Say No to Racism”. The media briefing beforehand focused on women's football and how football can help empower girls and young women.

2011

FIFA U-20 World Cup Colombia 2011

Collaboration with the Inter-American Development Bank to fund and support grassroots organisations in Colombia using football as a tool to tackle social challenges in communities.

Environmental programme together with the government of Colombia and the World Wildlife Fund to achieve a climate-friendly event by offsetting carbon emissions through a reforestation project.

1.3 DEVELOPMENT OF THE SUSTAINABILITY STRATEGY

Immediately after the 2010 FIFA World Cup South Africa, FIFA and the LOC began working towards the development of a robust and comprehensive sustainability strategy for the 2014 FIFA World Cup in Brazil.

In developing this strategy, it was important for FIFA and the LOC to define a clear, ambitious and yet realistic set of objectives. The sustainable staging of the biggest individual sporting competition in the world requires careful consideration and prioritisation of all relevant issues. Based on the main lessons

learnt in the previous two FIFA World Cups and the local challenges in Brazil, a number of social and environmental issues were identified as important to consider for the 2014 strategy.

With the initiation of discussions between representatives from FIFA, the LOC and the Brazilian government in early 2011, the framework for the development of the sustainability strategy began to take shape.

In order to move forward, FIFA and the LOC established a joint sustainability team which mapped and

Key areas	Material issues	% of stakeholders that included this issue in their top five
Organisational governance	Legacy (social, environmental and economic)	68%
Organisational governance	Integrate guiding principles into FWC management	57%
Community involvement and development	Social inclusion and anti-discrimination	46%
Human rights	Prevention of slave and child labour	43%
Community involvement and development	Social investment (programmes, trainings)	40%
Environment	Promotion of environmental protection in Brazil	30%
Human rights	Civil and political rights (homeless people)	30%
Community involvement and development	Health	26%
Environment	Offsetting carbon emissions	26%
Organisational governance	Fundamental principles and rights at work	22%
Organisational governance	Advocacy for sustainability in FWC areas	21%
Environment	Energy	19%
Fair operating practices	Promoting sustainability	17%
Environment	Water	16%
Environment	Waste	12%
Labour practices	Recruitment and training of FWC personnel	12%
Labour practices	Fair wages and benefits	12%
Environment	Logistics (goods)	10%
Fair operating practices	Sustainable procurement	10%
Labour practices	Employment relationship	9%
Consumer issues	Consumer education and awareness	9%
Environment	Sustainable consumption	8%
Consumer issues	Protecting consumers' health and safety	8%
Fair operating practices	Opportunities for informal sector	7%
Labour practices	Health and safety in the workplace	7%
Consumer issues	Accessibility	7%
Environment	Transportation (people)	6%
Consumer issues	Consumer service and complaint resolution	4%
Consumer issues	Consumer data protection	1%

Figure 1.1: Final list of material issues ranked according to the top-five rating obtained from stakeholders

Key areas and objectives

Organisational governance

The sustainability efforts of the FIFA World Cup 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.

For more information see 1 Sustainability strategy – planning and execution (p. 15-29) and 5 Making a lasting impact (p. 65-75).

Environment

FIFA and the LOC will work to reduce the negative environmental impact of preparing and staging the FIFA World Cup, focusing on waste, water, energy, transportation, procurement and climate change, and use the event to raise awareness about the environment.

For more information see 3 Protecting the environment (p. 43-51).

Community involvement and development

FIFA and the LOC will 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.

For more information see 4 Social development through football (p. 53-63).

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.

For more information see 2.3 Responsible sourcing of goods and services (p. 36-37).

Consumer issues

FIFA and the LOC aim to protect consumer rights through the application of principles of consumer protection, including health and safety, consumer services, consumer education and data protection as well as the promotion of an inclusive event for all.

For more information see 2.4 Accessibility and inclusiveness (p. 38-40) and 2.5 Health and safety (p. 41).

Labour practices

FIFA and the LOC will strive to ensure fair labour practices, including fair wages and benefits in a healthy and safe workplace.

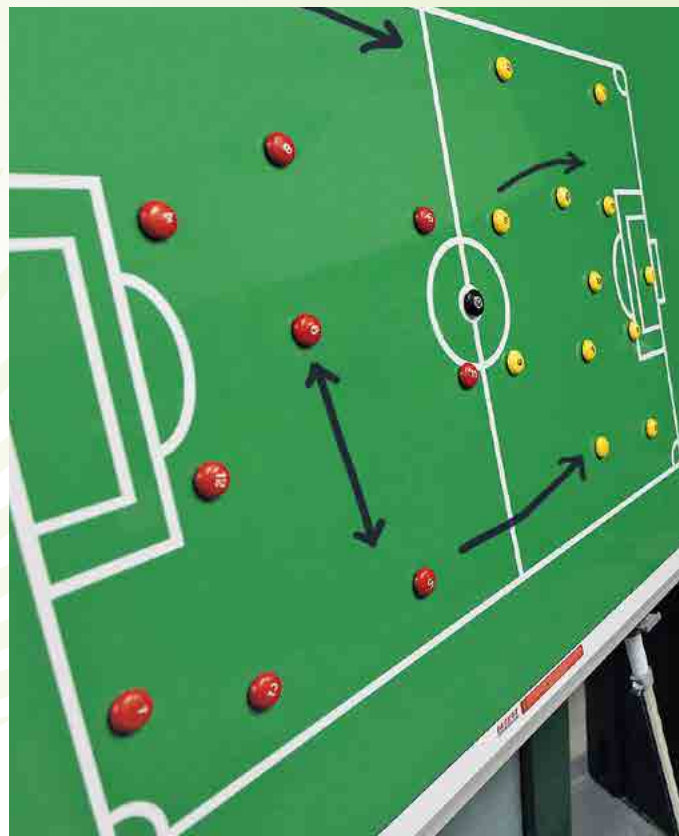
For more information, see 2.2 The workplace at the 2014 FIFA World Cup (p. 34-35).

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.

For more information see 1 Sustainability strategy – planning and execution (p. 15-29) and 2 Staging a more sustainable FIFA World Cup (p. 31-41).

Figure 1.2: List of objectives for each of the key areas as published in the 2014 FIFA World Cup Sustainability Strategy



researched the foundations of the 2014 strategy on the basis of the experience gained from past competitions, the public policy agenda in Brazil and the international standard on social responsibility ISO 26000, in close cooperation with an external consultancy firm specialised in sustainability management.

Materiality analysis

In order to identify the issues to be addressed in the strategy and to be in a position to prioritise them, this joint team conducted a materiality analysis. This process entailed an exchange with sustainability professionals with knowledge of the local challenges in Brazil as well as a consultation with staff and various other stakeholder groups (see §1.4). All identified issues 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)

As a second step, the extent of FIFA's influence and/or control over the material issues was assessed in order to identify where FIFA and the LOC should develop concrete and effective measures. The issues over which FIFA had no control or direct influence were not selected for immediate action. An action plan was then developed to address the issues that were identified as actionable. The list of 29 material issues (see fig. 1.1) was grouped into seven key areas according to ISO 26000, each of which was allocated a strategic objective, as outlined in the table in figure 1.2. The resulting 2014 FIFA World Cup Sustainability Strategy was presented to the 2014 FIFA World Cup LOC Management Board in January 2012 and the FIFA World Cup Organising Committee in March 2012.

Sustainability Action Plan

In order to implement the objectives, a Sustainability Action Plan, originally containing 160 activities, was developed and finalised in April 2012. Activities commenced shortly thereafter, such as estimating the carbon footprint, organising recycling in stadiums, preparing the Football for Hope Festival, enforcing tobacco-free stadiums, working with the department responsible for ticketing on accessibility, training special commentators for blind and partially-sighted fans, sustainability reporting and training for stadium operators, with assigned responsibilities and set deadlines. The action plan was critically reviewed on a quarterly basis with the contracted expert in sustainable management systems and adapted where the circumstances required.

In June 2012, the overall strategy was announced via a media release, made publicly accessible on www.fifa.com/csr2014 and presented by FIFA and the LOC in the presence of the Brazilian Government to the sustainability community at Rio+20, the United Nations Conference on Sustainable Development.



1.4 STAKEHOLDER CONSULTATION

The development and implementation of a credible and effective sustainability strategy for an event on the scale of the FIFA World Cup requires the involvement and contribution of many different stakeholders (see fig. 1.3).

FIFA and the LOC began engaging with stakeholders in Brazil and abroad as early as February 2011, seeking to better understand the sustainability context in Brazil, to verify the list of material issues created for the strategy and to identify ways of pooling resources and experience to create a greater impact.

Verifying the list of material issues

In verifying the list of material issues with key stakeholders, FIFA and the LOC took a three-step approach. Firstly, external experts conducted a desk-research study on the views of various stakeholders in order to map the context of the 2014 FIFA World Cup in Brazil and prepare the foundations of the materiality analysis. As a second step and after the materiality analysis (see §2.3), a series of interviews were conducted by FIFA and the LOC sustainability teams to communicate and validate the strategy. 124 staff and

partners with whom FIFA has established relationships participated in the consultation and provided their input to the list of material issues. Finally, the external experts conducted formal interviews by phone or face-to-face with 16 stakeholders from civil society organisations in Brazil. Most of these stakeholders had no prior relationship to FIFA.

This dialogue helped FIFA and the LOC to understand how essential the question of legacy was for every stakeholder consulted, and how environmental protection and fair labour practices were issues that were considered by all stakeholders as mandatory for any organisation operating in Brazil (see fig. 1.1).

Collaborating on concrete activities

In seeking ways to collaborate on the implementation of concrete activities, exchanges with potential partners were conducted through a variety of channels, including face-to-face meetings in Brazil, presentations at workshops with commercial affiliates, participation at government meetings, telephone conferences with international institutions, and emails where written input was necessary.

Milestones of the stakeholder consultation process

February 2011

Initial meeting with the chamber of the Brazilian government responsible for environment and sustainability related to the FIFA World Cup.

August 2011

Research study by external consultancy firm specialised in sustainability management on the views of various stakeholders in order to map the sustainability context of the 2014 FIFA World Cup in Brazil and to prepare the materiality analysis.

February 2012

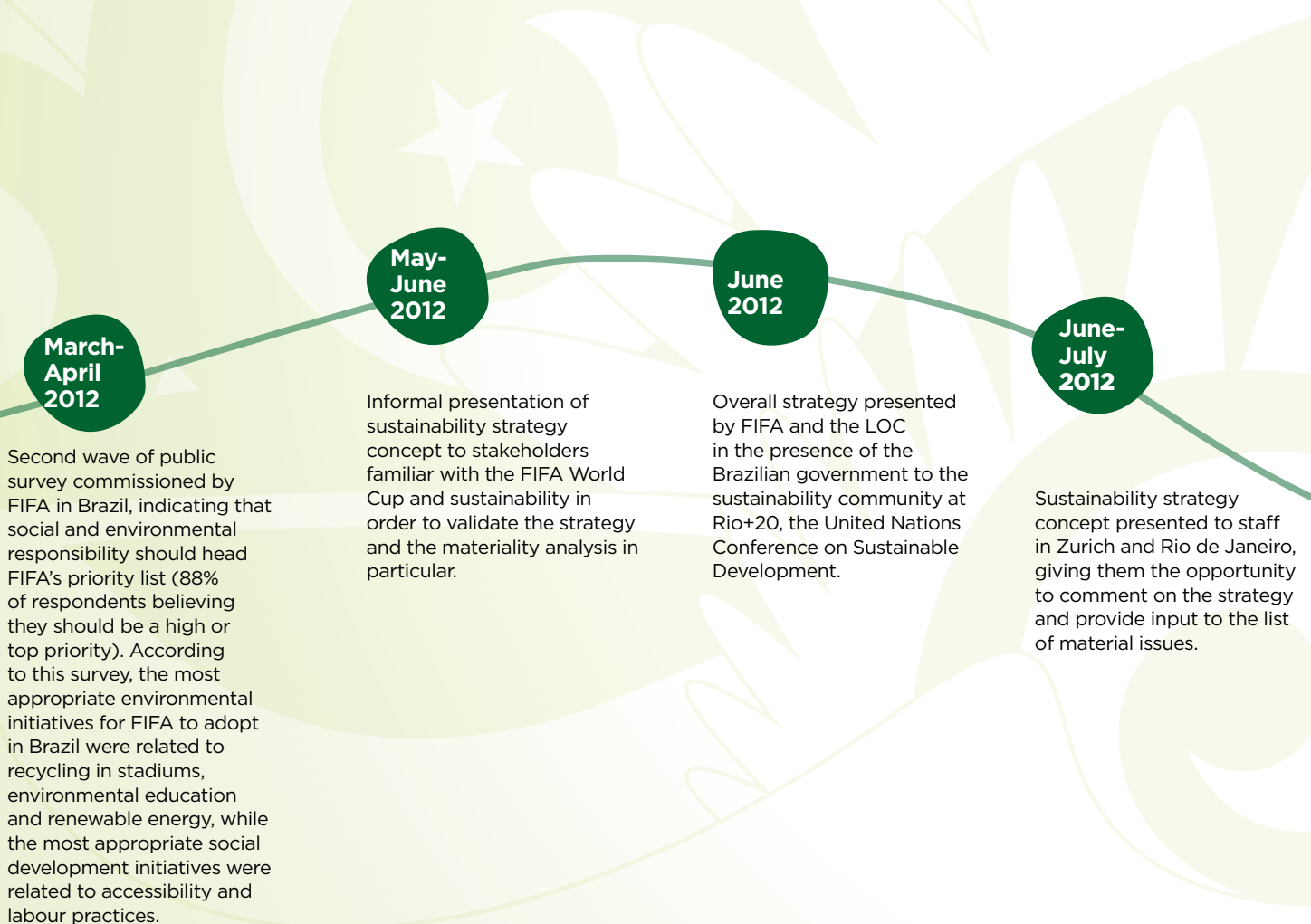
Presentation of strategy at the FIFA Partners' round-table in Herzogenaurach, Germany.

March 2012

Presentation of strategy at the FIFA World Cup national supporters' round-table in São Paulo, Brazil, and the FIFA World Cup sponsors' round-table in Zurich, Switzerland.

This engagement with stakeholders had a positive impact on some concrete activities that benefited from this early and collaborative approach. For example, FIFA, the LOC and FIFA Partner Coca-Cola combined their resources and know-how to successfully implement a recycling programme in all stadiums (see §3.3). Furthermore, the exchange with government and stadium authorities helped FIFA and the LOC to better understand the environmental certification process for the FIFA World Cup stadiums, to tailor the sustainability training programme for stadium operations and to ensure the unanimous participation of all of them (see §5.2). Equally, being aligned with community representatives helped FIFA to stage a successful Football for Hope Festival in the underprivileged community of Caju in Rio de Janeiro (see §4.3).

The main challenge FIFA and the LOC faced in their engagement with stakeholders for a mega-event like the FIFA World Cup, which has a very high number of potential stakeholders, was finding the right balance between stakeholder inclusiveness and moving ahead with the implementation of projects. While FIFA and the LOC took great strides forward in their stakeholder engagement process, in particular by reaching out to stakeholders with no prior contact with FIFA, the success of this process for future tournaments will be judged by its timing and the extent to which the feedback gathered is used in shaping the strategy. In the future, engagement efforts will aim to formalise exchanges with stakeholders at an earlier stage and to keep them better informed regarding their feedback and overall progress.



Stakeholder group	Actions taken
Brazilian population	The expectations of the Brazilian public of the 2014 FIFA World Cup in general and sustainability issues in particular were captured by public surveys carried out between March 2011 and December 2014. Respondents consistently ranked environmental and social concerns as top priorities.
Local authorities (federal, state and host city governments, and stadium authorities)	Initial meetings with representatives of the Brazilian Ministry of Sport to discuss the sustainability strategy in February 2011. Input to the sustainability strategy and the list of material issues was sought from the Ministry of Sport and a representative host city/state. FIFA and the LOC worked together with the Ministry of Sport and with individual host cities and states in the implementation of specific activities such as the Football for Hope Forum (Belo Horizonte), the Football for Hope Festival (Rio de Janeiro) and the sustainability training programme for stadium operators (Curitiba, Recife/Pernambuco and Rio de Janeiro).
Commercial affiliates	FIFA and the LOC presented the strategy to all commercial affiliates at round-tables organised in March 2012. Among other initiatives, FIFA and the LOC worked together with Coca-Cola on recycling waste in stadiums, with Sony on media skills training for talented young people and with adidas on capacity-building for NGOs.
Service providers and suppliers	Together with the procurement teams at FIFA and the LOC, the sustainability team engaged with selected service providers and suppliers to find ways to reduce the impact of items including signage, F&B and some merchandise (see §3.3).
Non-governmental organisations (social and environmental)	In the stakeholder consultation process, FIFA and the LOC presented the strategy to and sought input on the list of material issues from 16 selected NGOs and campaigns in Brazil, as well as two from abroad. Many of these stakeholders were instrumental in achieving the objective of FIFA and the LOC to use football as a catalyst to promote a higher level of well-being in the host cities (see §4).
Other national and international organisations	In the stakeholder consultation process for the report, FIFA and the LOC presented the strategy to and sought input on the list of material issues from one international institution, local and international trade unions and one football association.
Ticket holders	FIFA and the LOC informed the 400,000+ ticket holders via email and a dedicated webpage about the impact that their travel would have on the environment.
FIFA and LOC staff	Presentation of the sustainability strategy and input to the list of material issues in June-July 2012. Thereafter, close collaboration with various functional areas to implement the activities of the sustainability strategy.

Figure 1.3: Overview of the stakeholder groups and actions taken for the 2014 FIFA World Cup

**August
2012**

Presentation of the sustainability strategy at the fourth Communications Stakeholder Workshop in Recife, Brazil.

**January-
March
2013**

Formal interviews by a third party on behalf of FIFA and the LOC, mostly with stakeholders from civil society organisations in Brazil that showed an interest in the 2014 FIFA World Cup Brazil; the main focus of the interviews was the validation of the materiality analysis and the provision of insights regarding the GRI report.

In the case of most stakeholders interviewed at this stage, there was no prior relationship with FIFA or no history of any dialogue or systematic exchange.

**February-
April
2014**

Presentation of the sustainability strategy at the team workshop in Florianópolis, Brazil, and the referee workshops in Zurich, Switzerland.

1.5 GOVERNANCE AND EXECUTION OF THE SUSTAINABILITY STRATEGY

The sustainability team was tasked with defining the 2014 FIFA World Cup Sustainability Strategy and implementing the Sustainability Action Plan (see §1.3). The team was composed of four full-time staff members based in Rio de Janeiro and supported by three members of FIFA's CSR department in Zurich with experience of past tournaments. Strategic guidance was provided by the 2014 FIFA World Cup sustainability steering team through quarterly review meetings, while day-to-day supervision was conducted by the head of FIFA's CSR department in Zurich. An update on the progress was presented to all higher governance bodies (the LOC Board, the FIFA Management Board and the Organising Committee for the 2014 FIFA World Cup) at their regular meetings by a member of the steering team.

In the final month leading up to and during the FIFA World Cup, one member of the team was always present at the FIFA World Cup daily operational meetings to report on progress and bring up all issues relevant to sustainability-related operations.

A collaborative approach

In implementing the numerous activities of the Sustainability Action Plan, the approach was to closely collaborate with and leverage expertise and resources from relevant FIFA and LOC departments, FIFA's Partners and FIFA World Cup sponsors, as well as non-governmental organisations and experts specialised in sustainability in Brazil and abroad. In particular, collaboration and support was sought to cover process-related tasks, to quantify the ex-ante carbon footprint, to select low-carbon projects in Brazil, to deliver training programmes, to manage recycling in

stadiums and to conduct research on community-based organisations using football as a tool for social development.

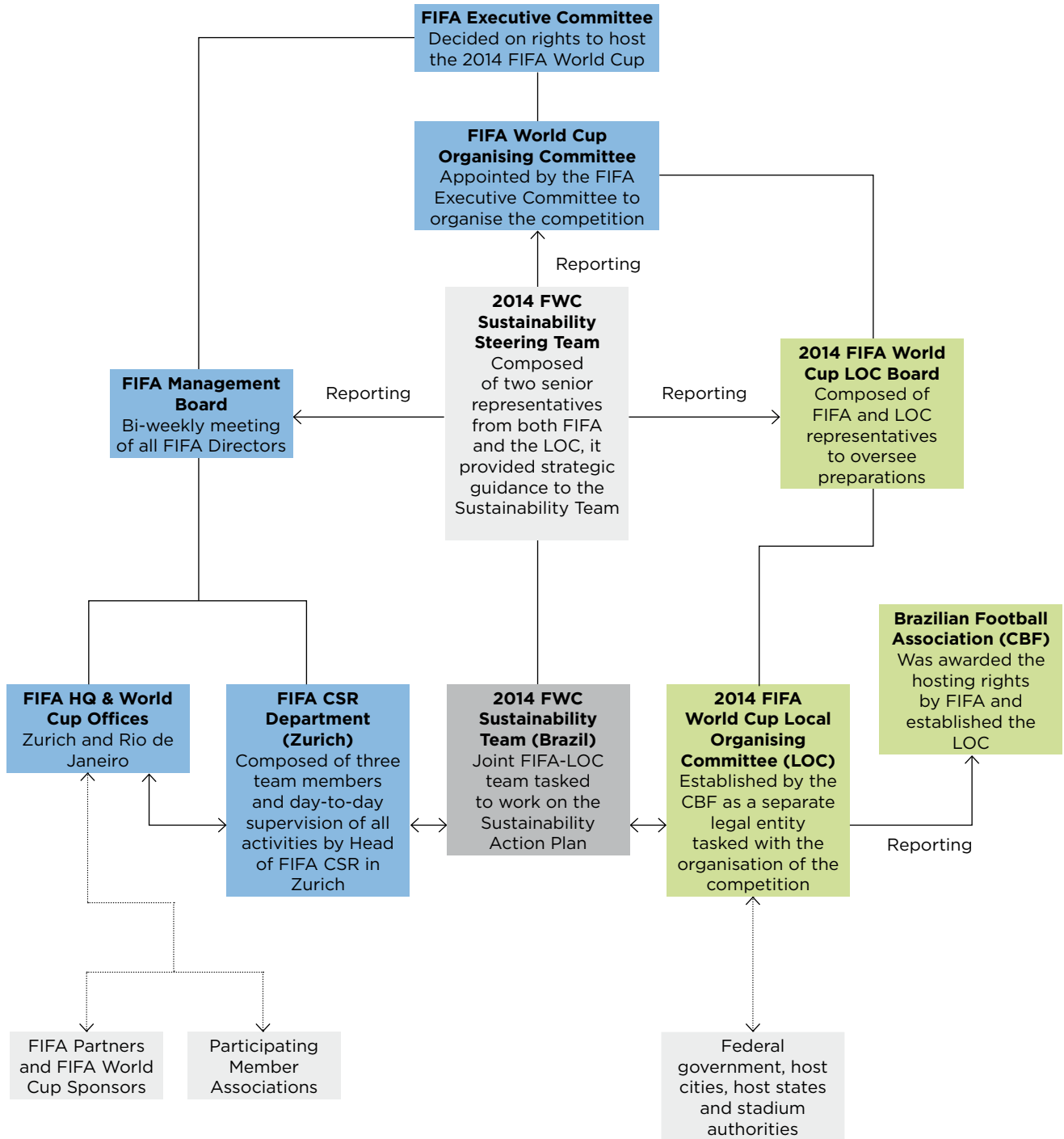
Wrapping up and looking forward

After the tournament, the team in Brazil and Switzerland worked on closing activities, gathering data for this report and contributing to the official FIFA World Cup debriefing and knowledge-transfer process. Following the final review of the Sustainability Action Plan, three members of the team in Brazil finished their assignments at the end of September 2014 while one member (the Sustainability Team Leader) joined the Zurich team to continue working on various ongoing projects as well as on the knowledge-transfer function. As was the case with previous FIFA World Cups, FIFA's work in Brazil will continue in the next few years with the support of community-based organisations through Football for Hope and the activities of the 2014 FIFA World Cup Legacy Fund (see §5.3).

Most important regulations in relation to the governance of sustainability for the 2014 FIFA World Cup:

- FIFA Statutes
- FIFA Code of Ethics
- FIFA Code of Conduct
- FIFA Disciplinary Code
- Regulations for the 2014 FIFA World Cup Brazil
- ISO 26000
- GRI 3.1 EOSS

Figure 1.4: Governance structure for the 2014 FIFA World Cup Sustainability Strategy.





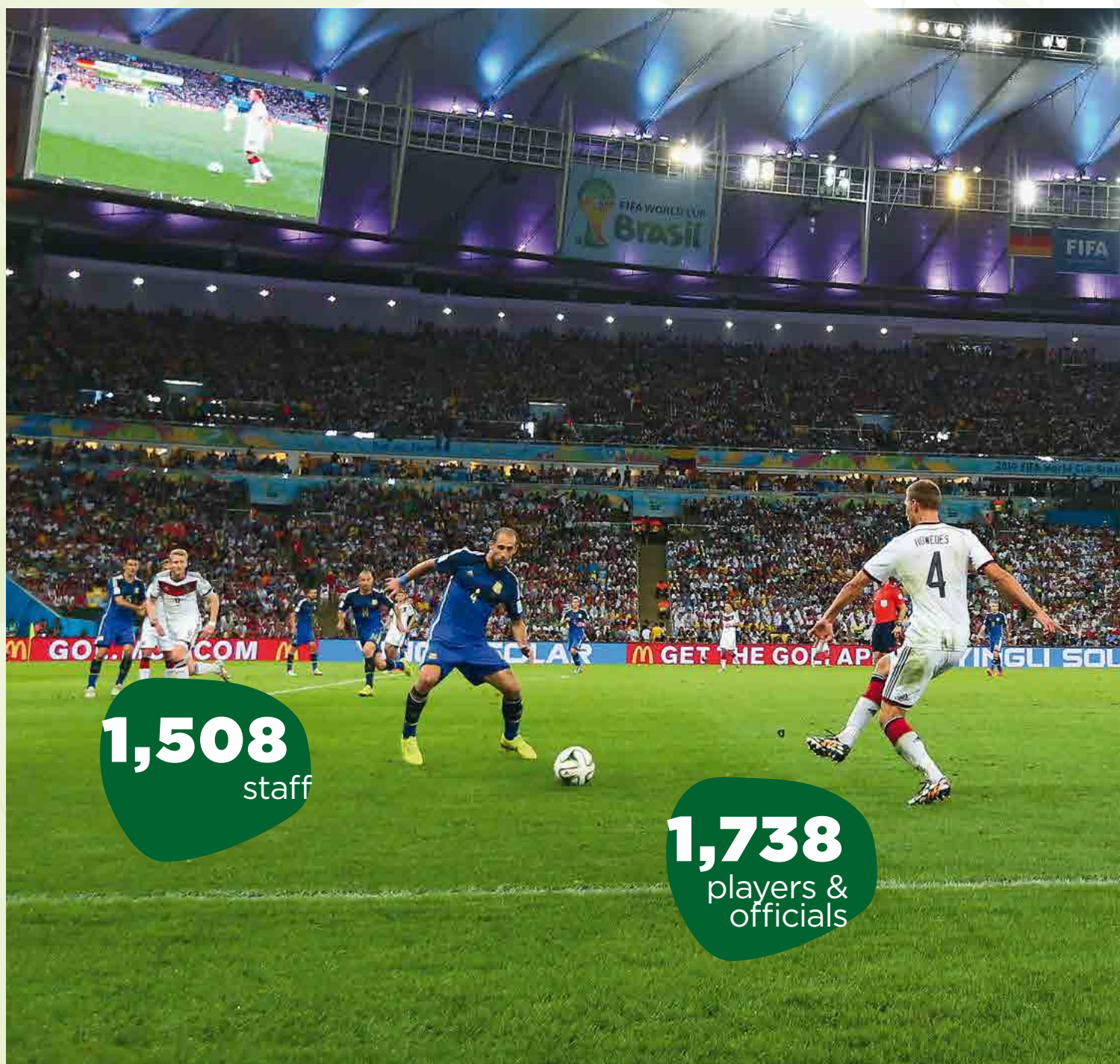


2. Staging a more sustainable FIFA World Cup

2.1 SUSTAINABLE OPERATIONS AT THE 2014 FIFA WORLD CUP

Managing the operations at the FIFA World Cup is a massive and complex undertaking in different cities and with millions of fans from the host country and abroad wanting to attend the matches. To prepare for and operate such a large tournament, hundreds of staff in Switzerland and

the host country have to work over many years. A large amount of goods and services have to be purchased and commissioned. To ensure proper operations at such a large event, thousands of volunteers and other functional personnel are needed.



The focus in this section of the report is on the efforts of FIFA and the LOC to operate in a more sustainable way. These included the measures taken on labour practices for the FIFA and LOC workforce as well as for volunteers. It describes the efforts undertaken to give more importance

to responsible sourcing, provides information on how FIFA and the LOC reduced barriers for special groups to attend matches wherever possible, and summarises the steps taken on consumer issues in order to ensure healthy and safe matchday experiences.



over
3.1m
tickets
sold

13,153
volunteers

2.2 THE WORKPLACE AT THE 2014 FIFA WORLD CUP

In preparing the 2014 FIFA World Cup, FIFA and the LOC hired a local workforce that had grown to 1,241 employees based in Rio de Janeiro and the host cities by early 2014. FIFA staff based in Brazil were significantly supported by numerous departments at the FIFA headquarters in Switzerland. Demographically speaking, FIFA and LOC staff in Brazil consisted of 59% men and 41% women, 99% of whom were Brazilian nationals (see fig. 2.1).

In the month leading up to and during the FIFA World Cup, FIFA further increased its staffing by 267, plus referees, match officials, venue coordinators, media officers and other functions required for the tournament phase. In addition, more than 13,000 volunteers were trained. As for the 32 participating member associations, a total of 1,738 players and team officials were accredited (see fig. 2.2).

FIFA and the LOC strove to ensure fair labour practices for their staff, as well as a healthy and safe workplace. In Brazil as well as in Switzerland, the policies of FIFA and the LOC complied with local laws on equal treatment and fair wages. The measures taken included non-discriminatory and inclusive recruitment practices, induction packages for new recruits, vocational training, as well as health and pension benefits. The LOC further offered private health insurance, private dental insurance, life insurance and meal voucher cards to its employees. To support employees whose contracts ended due to the closure of the offices based in Brazil, FIFA and the LOC offered support in their job searches and/or professional reorientation through external human resource consulting companies.

The volunteers were trained online and face-to-face to deliver the specific service they were recruited to



perform. The training was gender neutral. It consisted of approximately 12 hours of online preparatory training and four to 16 hours of training in the venues depending on the service to be performed. Each volunteer received a uniform, assistance with the cost of travelling to their workplace and meals for the periods during which they worked. Following the tournament, FIFA offered volunteers an online course in Portuguese to strengthen their job application skills and long-term career planning. The course was specifically designed for the volunteers and offered free of charge, including modules allowing them to assess their skills, use basic text and spreadsheet software, develop a career plan and create online professional profiles.

The scope of the sustainability strategy extended to the staff of FIFA and the LOC. Not accounted for in

this report, therefore, are the countless employees and contractors of the Brazilian government, host states and host cities, who worked tirelessly on various projects related to the FIFA World Cup.

Furthermore, tens of thousands of construction workers were involved in building and renovating the infrastructure and stadiums required for the staging of the tournament. The construction mandates were assigned by the corresponding local authorities. While FIFA and the LOC were not directly responsible for the safety of these workers, they deeply regret the incidents involving serious injury and loss of life on the stadiums' construction sites and would like to once again express their sincere condolences to the victims' families and friends.

		2011	2012	2013	2014
Total workforce in Brazil		57	139	489	1,241
LOC	Total staff	46	117	457	1,209
	Female staff	48%	44%	45%	40%
	Full-time staff	100%	100%	99.8%	99.8%
	Local Brazilian staff	100%	98.3%	99.3%	99.1%
FIFA Office Brazil	Total staff	11	22	32	32
	Female staff	45%	55%	53%	53%
	Full-time staff	100%	100%	100%	100%
	Local Brazilian staff	90%	95%	94%	94%

Figure 2.1: Overview of staff numbers at the FIFA and LOC offices in Rio de Janeiro (for more detail, see: Workplace data on p. 90-91)

Volunteers	Total	13,153
	Male	53%
	Female	47%
	Brazilian	93%
FIFA delegation during the competition	Staff from Zurich office	267
	Officials including referees, committee members, general coordinators and others	1,478
Teams qualified for the competition	Players (23 per team)	736
	Team officials (% women)	1,002 (4%)

Figure 2.2: Overview of volunteers, FIFA delegation and teams at the 2014 FIFA World Cup (for more detail, see: Workplace data on p. 90-91)

2.3 RESPONSIBLE SOURCING OF GOODS AND SERVICES

To deliver the FIFA World Cup, the provision of hundreds of products and services by partners, sponsors and suppliers was necessary. These products and services included venue signage and dressing, food and beverages for spectators, cabling, furniture, IT equipment, security personnel, medical services, transportation and much more. From a sustainability standpoint, this posed many challenges, but also represented a great opportunity to embed sustainable criteria in FIFA and LOC procurement processes, thereby promoting responsible behaviour across a wider sphere.

Identifying risks

In addressing this challenge, the sustainability team and the LOC Procurement Team met on a regular basis to discuss upcoming LOC procurement processes and

identify higher impact and higher risk purchases using an evolving set of financial, social and environmental criteria. For the purchases identified as more critical, a sustainability questionnaire was sent to all candidate companies requesting additional information on their social, environmental and ethical practices. Between 2012 and 2014, out of 205 LOC procurement processes, 30 were identified as critical for review and approximately 120 questionnaires were reviewed from companies tendering to provide the services. Where necessary and possible, additional obligations and/or recommendations were integrated into the service provision contracts.

Code of conduct

As an additional element to strengthen the process above, the sustainability team developed a Code of



Conduct and Sustainability, committing signatory companies to a series of social, environmental and ethical requirements established for the 2014 FIFA World Cup Brazil. These included the respect of human rights, prohibition of child and slave labour, preference for local products, sustainable waste management and carbon emissions management. As of September 2013, the code was sent to all suppliers and service providers with a contract above BRL 1 million.

In addition to the work on LOC procurement processes, the two major FIFA procurement processes for food and beverage, and signage (see fig. 2.3) were reviewed and monitored by the sustainability team in order to ensure that sustainability criteria were included in the tender review process.

In hindsight, this process did not satisfy the objectives of the strategy. Both the volume and variety of tender processes steadily increased in the lead up to the tournament, making it more difficult to dedicate sufficient resources from the sustainability team for a thorough analysis. In addition, the weight of sustainability indicators in the decision-making process was not critical enough to influence outcomes. These issues will be considered when establishing sustainable sourcing for future competitions, as will the implementation of a suitable sustainability auditing process.

Child labour

Child labour has been found in the football production industry in the past and is therefore a serious concern for FIFA in the production of its football equipment. As a result, the FIFA Quality Programme for equipment not only includes technical requirements, but also ethical standards on child labour, forced labour and working conditions. Since 2002, FIFA has been collaborating with the World Federation of the Sporting Goods Industry (WFSGI), having previously worked with the International Labour Organization on the International Programme for the Elimination of Child Labour (IPEC).

These efforts to improve the quality of FIFA-approved football equipment also benefited the production of FIFA World Cup merchandise. FIFA hired an external company to audit a number of these licensees to ensure that the production of official licensed products was in accordance with the WFSGI Code of Conduct.

One of the procurement processes identified by FIFA and the LOC as critical due to its large volume of waste material was the production and disposal of signage and dressing for all 12 stadiums and other official sites, such as airports, hotels, ticketing centres and host city specific road signage. The signage and dressing produced by the signage provider hired for the 2014 FIFA World Cup Brazil covered an area of 132,960m². The FIFA and LOC teams worked with the provider to ensure that the materials used were environmentally friendly, that distribution plans minimised transport distances and that after the competition, the signage was recycled where possible. Corresponding clauses were integrated into the service provision contract.

In this particular case, the service provider took up the initiative and went beyond the requirements. 84% of the signage was produced in Brazil. The hardware will be sent back to the UK and stored by the signage provider for eventual reuse at other FIFA events. Beyond that, they identified local cooperatives that could not only recycle the material but also reuse parts of it.

Figure 2.3: Case study on signage production for the 2014 FIFA World Cup



2.4 ACCESSIBILITY AND INCLUSIVENESS



In order to share the experience of the FIFA World Cup with as many fans as possible, FIFA and the LOC implemented measures to make the tournament accessible to all. In line with Brazilian law, the FIFA Statutes and FIFA regulatory provisions tackling discrimination, FIFA and the LOC offered all interested parties the possibility to experience the competition. When all was said and done, hundreds of millions of fans were able to follow the 64 matches of the 2014 FIFA World Cup in the stadiums, at fan fests and on TV.

Infrastructure solutions

Efforts to organise an inclusive and accessible event started as early as the planning phase for the construction and major renovation of the 12 FIFA World Cup stadiums. A variety of infrastructure solutions were implemented by the stadium authorities to facilitate the accessibility of seating, toilets and walkways, including separate entrances into the stadiums for disabled fans, people with limited mobility, elderly people, pregnant women and obese people.

FIFA Statutes

Art. 3 Non-discrimination and stance against racism

Discrimination of any kind against a Country, private person or group of people on account of race, skin colour, ethnic, national or social origin, gender, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason is strictly prohibited and punishable by suspension or expulsion.

Tickets reserved for special groups

In accordance with the Brazilian regulations for the FIFA World Cup, at least 1% of the purchasable tickets were reserved by FIFA for disabled fans or fans with limited mobility. For each ticket purchased by a disabled fan, a complimentary ticket for a companion to assist and accompany them to the match was offered. FIFA also reserved over 400,000 tickets in the most affordable category exclusively for residents of Brazil, significantly more than the 300,000 originally agreed with the Brazilian government, and offered discounts of up to 50% for students, over-60s, and low-income families. All necessary information on



these special ticket categories, as well as all other categories, was available in various languages on the ticketing section of FIFA.com and communicated at dedicated media events as of July 2013.

Special services

For all the FIFA World Cup matches, special services were put in place by the LOC's spectator services team to help disabled people and those with limited mobility to access their seats. Services included wheelchairs that could be borrowed and electric carts to take people from the parking lot into the stadium as close as possible to their seats. As part of their regular training programme, volunteers, food and beverage concession staff and FIFA World Cup fleet drivers were taught how to assist disabled people and those with limited mobility to ensure the best possible experience.

Audio-descriptive commentary

In order to enhance the experience of partially-sighted and blind fans, a pioneering audio-descriptive commentary was offered in Portuguese at 26 FIFA World Cup matches in Belo Horizonte, Brasilia, Rio de Janeiro and Sao Paulo to describe the atmosphere in the stadium and the action on the pitch in colourful detail. Together with experts from the Centre for Access to Football in Europe (CAFE) and from

Brazilian NGO Urece, FIFA and the LOC trained 16 individuals to deliver this special commentary. Online, fans could listen to all articles on FIFA.com and watch video reports in International Sign, an auxiliary language used internationally.

Anti-discrimination days

Through its global reach, the FIFA World Cup offers a unique platform to raise awareness on issues of particular importance to football and society. As an issue that is high on the public policy agenda in Brazil, FIFA decided to focus on racism and discrimination,



Special group	Number of tickets sold	% of purchasable tickets
Total number of tickets sold to disabled people and people with limited mobility (in brackets number of free companion tickets provided in addition)	20,824 (19,862)	0.7%
Broken down into:		
- Wheelchair user	5,347 (4,870)	
- Limited mobility	10,596 (10,293)	
- Obese	4,881 (4,699)	
Total number of tickets sold in the most affordable category 4 reserved for Brazilian residents	491,260	15.5%
Total number of tickets sold at reduced price (50%) in category 4 and others	303,403	9.6%
Broken down into:		
- Students in category 4	208,259	
- Over-60s in category 4	28,101	
- Low-income families (Bolsa Familia programme) in category 4	2,110	
- Over-60s in other ticketing categories	64,933	
Total number of purchasable tickets	3,169,434	
Total net seating capacity	3,526,483	

Figure 2.4: Number of tickets sold in the special categories

dedicating the quarter-final matches to its anti-discrimination campaign with a special pre-match ceremony by the captains, the teams and match officials. This sent an unequivocal message to the billions of spectators in the stadiums and around the world that there is no place for racism or any kind of discrimination in football, and by extension, society at large. This was complemented by a TV spot on inclusivity and a social media campaign launched by FIFA on 5 June 2014 calling on fans around the world to upload “selfies” to social media platforms holding a mini-banner reading #SayNoToRacism. Over 1.2 million Facebook users actively engaged in the campaign.

Overall outcome

Overall, 0.7% of purchasable tickets were sold to disabled people and people with limited mobility (1% had been set aside), not counting the free companion tickets. 9.6% of all tickets were sold at discount to the over-60s, students and those on low incomes,

and in total 15.5% of all tickets were sold in the most affordable ticket category reserved exclusively for Brazilian residents therefore exceeding the 9.5% set in agreement with the Brazilian government (see fig. 2.4). Furthermore, it was the second time an audio-descriptive commentary had been offered for blind and partially-sighted fans at the FIFA World Cup, while FIFA’s awareness-raising campaign on discrimination reached more people than ever. These achievements will provide important input for future FIFA World Cups.

All of the information necessary to register and get a chance to purchase tickets was made available on one single multilingual ticketing platform (www.FIFA.com/ticketing). Details on the sales procedures were also communicated at dedicated media events as of July 2013. The information provided to fans included pricing, categories, sales phases, legal guidelines, locations of ticketing centres, as well as transfer and resale policies. Questions and/or complaints from Brazil and abroad could be registered directly on the ticketing platform, either via email or telephone.

2.5 HEALTH AND SAFETY

Given that the FIFA World Cup takes place every four years, a lot of anticipation builds up among fans in the lead up to the event. In light of these high expectations and the considerable effort certain fans had to make to be able to attend the competition, FIFA and the LOC wanted to offer the best possible experience to them. This meant organising a first-class competition packed with excitement and addressing consumer issues such as a healthy and safe matchday experience, an accessible event (\$1.4), the provision of adequate information on ticketing, and data protection.

Safety

In terms of security, FIFA, the LOC and local authorities developed measures to ensure the safety of fans in accordance with the FIFA Stadium Safety and Security Regulations. Beyond the establishment of a best-in-class security system that resulted in the close collaboration of various security and defence bodies, the LOC delivered a 50-hour in-classroom training course to over 20,000 stewards to ensure a safe matchday environment.



Child protection was also a big concern for families with children attending many of the matches in the stadiums and at fan fests. As a result, the responsible department developed measures that allowed for lost children to be cared for and reunited with their parents.

Tobacco-free stadiums

To provide a healthy environment in which FIFA World Cup matches could be experienced, FIFA and the LOC offered tobacco-free stadiums where smoking was only allowed in designated smoking areas and there was no tobacco-related advertising or sale of tobacco products in accordance with World Health Organization (WHO) guidelines. This was a continuation of FIFA's efforts in this area at FIFA World Cups since 2002.





3. Protecting the environment

3.1 FOOTBALL FOR THE PLANET

As the biggest single sporting competition in the world, the impact of the FIFA World Cup on the environment is indisputable. FIFA and the LOC believe they have a responsibility to protect and cherish the environment, limiting our impact on it to the greatest extent possible. As an international organisation, FIFA takes this responsibility seriously and seeks to lead by example.

FIFA's environmental programme, newly branded Football for the Planet in 2013, represents its commitment to reduce the impact of its operations on the environment and to use FIFA competitions to raise awareness of environmental issues. The public surveys carried out by FIFA in the years leading up to the 2014 FIFA World Cup showed that environmental protection was a top priority for the Brazilian public

along with education measures, and therefore, was a matter that was expected to be addressed by the organisers.

Based on the experience gained from the FIFA World Cups since 2006 (see §1.2) and after the materiality analysis (see §1.3), environmental protection measures were focused on waste management (see §3.3), transportation (see §3.4) and procurement (see §2.3) as well as climate change and carbon offsetting through low-carbon projects in different regions of Brazil including the Amazon (see §3.2).

39%


more waste was recycled in the stadiums than had been estimated.

24%

of the fuel used in the official vehicle fleet was ethanol, which has a lower carbon footprint.

1st

The complete ex-ante carbon footprint of a FIFA World Cup was estimated by FIFA and the LOC for the first time.



For the first time, environmental education was also an important part of activities. Using the 2014 FIFA World Cup official mascot Fuleco, recycling was promoted inside and outside the stadiums (see §3.3) and a training programme was specifically developed to strengthen the sustainability know-how of stadium authorities, including water and energy saving measures (see §5.2).

Overall, the outcome was positive for FIFA and the LOC. We achieved most of our objectives addressing the most material environmental protection issues such as recycling in stadiums and carbon offsetting. Benchmarks set by the Green Goal environmental programmes at the FIFA World Cups in 2006 and 2010 regarding carbon footprint estimation and offsetting were also reached (see §1.2), and new benchmarks established through engagement with ticket holders on carbon offsetting, capacity-building for stadium authorities and waste recycling in stadiums. These results, which are presented in more detail in the following sections, have raised the bar for future events.

251,000

tonnes of CO₂e
compensated to offset
all emissions under the
operational control of
FIFA and the LOC.

3.2 CARBON OFFSETTING

Global warming is one of the most pressing issues of our time. One of the main indicators for the current increase in average global temperature is the release of carbon dioxide (CO₂) and other greenhouse gases into the atmosphere through human activity.

Estimating the carbon footprint

To better understand the nature of the impact of the FIFA World Cup on the environment and develop appropriate mitigating measures, FIFA and the LOC teamed up with carbon footprint experts in order to estimate the emissions resulting from the 2014 FIFA World Cup. The primary focus of the ex-ante carbon footprint was to estimate emissions over which FIFA and the LOC had operational control between the preliminary draw in July 2011 and the tournament itself in July 2014.

To date, a standardised methodology for calculating the carbon footprint of major sporting events does not exist. As a result, FIFA and the aforementioned experts proposed a framework based on existing key concepts and past experience. In carrying out this exercise, the international Greenhouse Gas Protocol was used as the primary framework, and was complemented by further technical guidance from the international standard ISO 14064.1. The carbon footprint calculation also reviewed the approaches and findings of the 2006 FIFA World Cup Germany,

the 2010 FIFA World Cup South Africa, and the London 2012 Olympic Games.

The overall carbon footprint of the 2014 FIFA World Cup was estimated to be just over 2.7 million tonnes of CO₂ (tCO₂e). The most significant contributor was transport (83.7%), followed by accommodation (5.7%), temporary facilities (4.1%), and food and beverage consumed during the matches (2.3%) (see fig. 3.1 and the Summary of the 2014 FIFA World Cup Carbon Footprint (ex-ante)). The results of the analysis mirrored that of past FIFA World Cups and other large-scale events, where transport of spectators attending the event was the most significant contributor, in particular by air (50.6% of the overall emissions of the 2014 FIFA World Cup).

Out of the total carbon emissions, the analysis showed that FIFA and the LOC had full operational control over approximately 251,000 tCO₂e, which equates to 9.2% of the overall carbon footprint. These emissions included the travel and accommodation of all staff, officials, teams, volunteers and guests. It also included all emissions caused by related activities such as official 2014 FIFA World Cup events and draws since July 2011 and emissions emanating from venues, stadiums, offices operated by FIFA and the LOC, and TV production. Examples of emissions that were not under the full operational control of FIFA and the LOC were those resulting from the travel and accommodation decisions of ticket holders as well as from the production of food, beverages and licensed merchandise sold at the tournament.

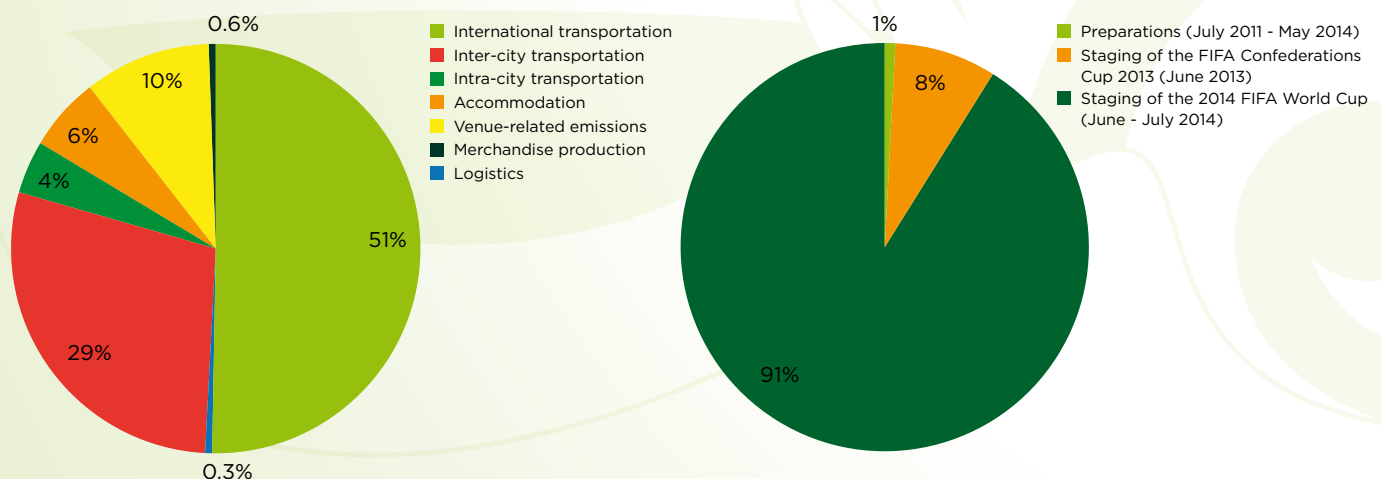


Figure 3.1: Overall results of the ex-ante carbon footprint of the 2014 FIFA World Cup. On the left, emissions (tCO₂e) by type from July 2011 to July 2014. On the right, emissions (tCO₂e) by competition phase.

Selecting low-carbon projects in Brazil

Given that most of the controlled activities, in particular travel, were deemed necessary in order to prepare and stage the tournament, the approach chosen to mitigate FIFA and LOC emissions was carbon offsetting. This consists of a balancing of emissions released into the atmosphere in one place by removing or preventing emissions in another place, resulting in a zero net effect.

A portfolio of verified Brazilian low-carbon projects was put together in order to offset the emissions under the operational control of FIFA and the LOC. The portfolio was developed in collaboration with a non-profit carbon management programme (see fig. 3.2). The carbon credits required to offset all emissions that were entirely under the operational

control of FIFA and the LOC were purchased and the majority were retired by the end of October 2014. The remaining credits are expected to be retired by the end of 2014. In addition and given that consumer behaviour cannot be controlled directly, FIFA launched a programme to inform ticket holders, of whom there were over 400,000, about this topic, raising awareness of the environmental impact of their trips and how to mitigate it (see §3.4).

With these actions, FIFA and the LOC were able to better understand the emissions associated with the tournament and gain further experience in the selection of low-carbon projects. These achievements will serve as a benchmark for future tournaments, where actions to avoid and reduce emissions, in particular in regards to transportation of personnel and ticket holders, will play a significant role.

The portfolio of low-carbon projects in Brazil was carefully selected together with a non-profit carbon management programme. Each project went through a rigorous tender process and adheres to the standards set by the International Carbon Reduction and Offsetting Alliance (ICROA) with the final selection being made by an independent panel of environmental NGOs. Beyond the positive environmental impacts of these projects, they also have social and economic benefits for local Brazilian communities.

Project name	Description	Standards use
Surui project	The Surui project aims to halt deforestation in an area under pressure in an indigenous territory in Surui, Cocal in Rondonia State. The objective of the project is to reduce the pressure on the forest by coupling traditional knowledge with new expertise, by developing alternative sources of income for the local indigenous people, such as ecotourism and sustainable agriculture for non-timber forest products and other agricultural crops.	VCS and CCBS
Purus project	The Purus project in Brazil's Acre State, home to the Amazon basin, aims to prevent the deforestation of just under 35,000 hectares of pristine rainforest. Working with 18 communities living along the Purus river, the project protects and conserves tropical forest by providing them financial support in return for cooperation to prevent further deforestation. The income generated by selling the obtained carbon credits in turn funds activities to reduce deforestation further in and around the project area. These activities include sustainable agricultural courses that support revenue generation, help diversify agricultural production and household income, and increase awareness of deforestation. Two percent of the carbon revenue from the project is donated to the Chico Mendes Institute to build awareness on Amazon preservation.	VCS, REDD, CCB and GS with Gold Level
Ceramics projects	This bundle is composed of four individual projects in Rio de Janeiro, Tocantins, Alagoas and Pernambuco. The main objective of these projects is to reduce the pressure on native forests by changing the source to power the ceramic factory kilns from native wood to a mix of wood residues from dedicated renewable plantations. As well as the environmental benefits, the projects also contributes to various local social causes, including health programmes for children with cancer, a rehabilitation centre for drug users, and a women's football club which represented the state of Tocantins in the national championship.	VCS and Social Carbon
Itacoatiara project	This project, located in the small town of Itacoatiara in the Brazilian Amazonas region, supplies the approximately 80,000 inhabitants with climate-friendly power. Thanks to the project, the local population benefits from lower energy prices and a more stable energy supply (fewer failures and transport losses). The plant produces up to 56,000 MWh of electricity per annum, replacing the five million litres of diesel that would otherwise be consumed. The 100,000 tonnes of wood waste and sawdust necessary for the production of electricity is sourced from a sawmill operating in accordance with FSC guidelines.	CDM and Gold Standard

Figure 3.2: Project portfolio of the 2014 FIFA World Cup carbon offsetting programme

3.3 RECYCLING AND WASTE MANAGEMENT

Waste is one of the most pressing environmental issues in Brazil, particularly in cities where there are still open-air landfills contaminating the soil and ground water, leading to serious environmental and social problems. To reduce the volume of waste generated and make solid waste management more sustainable, the Brazilian government established the National Solid Waste Policy in 2010 on the appropriate handling and destination of recyclable and residual waste (see Política Nacional de Resíduos Sólidos 12305-2010). Among other requirements, the policy requires private companies and municipalities to develop waste management plans and recycling systems, with the aim that only non-recyclable waste ends up in landfills.

A dedicated waste management team

In line with this policy and considering the estimated 320 tonnes of recyclable waste to be processed at the FIFA World Cup matches, waste management was identified as a material issue for a more sustainable 2014 FIFA World Cup. With this in mind and in order to manage waste disposal at all stadiums and venues of the final competition, the LOC created a dedicated waste management department with waste managers in each host city. Together with the stadium authorities and the host cities, this team of 15 staff members coordinated the implementation of effective waste management in line with the National Solid Waste Policy (for data see fig. 3.3 and Appendix).



Recycling programme

For the recycling of waste, FIFA and the LOC worked closely with FIFA Partner Coca-Cola in order to develop a programme in the stadiums and venues of the 2014 FIFA World Cup. The objectives of this programme were two-fold: on the one hand, it aimed to implement effective recycling in all stadiums and official venues, on the other, to use the event and its mascot to raise awareness levels on recycling and waste.

Working with waste cooperatives

Together with dozens of local cooperatives across each state which organised themselves into 12 networks, one for each host city, over 800 waste collectors were recruited and trained by FIFA Partner Coca-Cola to collect and separate recyclable waste in the 12 stadiums. Cooperatives have traditionally, but informally, played a central role in the sorting and treatment of recyclable waste in Brazil. In an effort to formalise their work, improve their working conditions and use their existing capacity better, the Brazilian Government policy established incentives to integrate them in municipal waste management programmes. The waste collectors were employed to work at the tournament from 21 May to 13 July and sort the accumulated recyclable waste at the stadiums. In return, they received a salary as well as official uniforms and protective gear. This ensured successful waste management during the 2014 FIFA World Cup and strengthened the cooperatives' capacity to offer services at other events.

Furthermore, FIFA and the dedicated LOC waste management department planned waste management systems for other official venues such as the International Broadcast Centre (IBC), all FIFA and LOC offices and the sports complex hosting the Football for Hope Festival.

A two-way bin system

The basis of the waste management programme at all venues was a two-way bin system which divided recyclable (paper, plastic cups and PET bottles, metal and glass) and non-recyclable waste (e.g. food and non-recyclable packaging). Throughout the 64 matches, 445 tonnes of recyclable waste were



Type of waste	All venues and events*	All 64 matches of the 2014 FIFA World Cup	International Broadcast Centre (IBC) in Rio de Janeiro**	All 16 matches of the FIFA Confederations Cup 2013
Recyclable	775.7	444.7	112.4	70.0
Non-recyclable	1,594.9	1,100***	68.2	110.0***

Figure 3.3: Overview of waste volume in tonnes at key venues (additional data on p. 92)

* This also includes 2014 FIFA World Cup headquarters in Rio de Janeiro, the Football for Hope Festival 2014, FIFA and the LOC offices, and the 2014 FIFA World Cup and FIFA Confederations Cup 2013 draw events.

** IBC data excludes wood and metal waste from deconstruction.

*** Non-renewable waste from 2014 FIFA World Cup matches is estimated, based on data from seven of 12 FIFA World Cup stadiums.

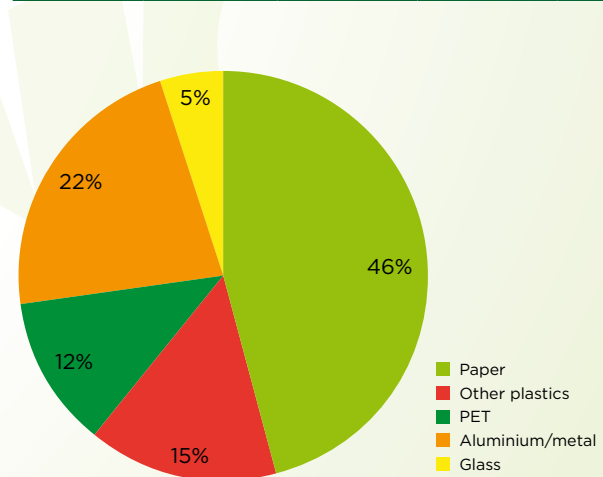


Figure 3.4: Percentages of recyclable waste collected by waste collectors during all 64 FIFA World Cup matches. Total recyclable waste was estimated at 445 tonnes (additional data on p. 92)

collected (see fig 3.4). With 39% more waste recycled than the 320 tonnes estimated, the recycling process developed with Coca-Cola and local cooperatives was effective. This experience will serve as a benchmark and be valuable for future events where the challenge will be to further increase the percentage of total waste that is recycled.

Awareness raising

The second goal of the waste management programme, raising awareness levels among fans on waste and what is recyclable, was undertaken with the help of the appeal of Fuleco, the official mascot of the FIFA World Cup. Between March and July 2014, 13 posts about avoiding, reducing and recycling waste were delivered to Fuleco's fans on Facebook and Twitter platforms. In all stadiums, Fuleco was used to provide spectators with information and instructions on what type of waste could be recycled in the appropriate bins via signage, posters, LED boards and giant screens, thereby contributing to a successful outcome of the recycling programme.

3.4 TRANSPORT

Past analyses have shown that transport of attendees causes one of the largest environmental impacts of an international event. The air and ground travel of attendees to and from the venues uses fuel and creates greenhouse gas emissions which are the main factor in the change of atmospheric temperature and climate change. The ex-ante analysis of the emissions related to the 2014 FIFA World Cup estimated that at 83.7%, transport-related emissions had the largest impact on the environment.

In order to reduce the tournament's impact on the environment, FIFA and the LOC offset the transport-related emissions under their operational control, made the operation of their fleet of vehicles more sustainable, and encouraged fans to offset their travel emissions for free.

Offsetting transport-related emissions

Between 2011 and 2014, FIFA and LOC staff participated in many meetings in Brazil and Switzerland, regularly visiting the host cities in order to prepare the event. The emissions resulting from these trips by FIFA staff between 2012 and 2014 (see fig. 3.6) were offset through the existing FIFA carbon offsetting programme with a portfolio of projects around the world. As for the transport-related emissions of LOC staff, teams, referees and volunteers

during the FWC, these were compensated through the low-carbon project portfolio developed specifically for the 2014 FIFA World Cup in collaboration with a not-for-profit carbon management programme (see fig. 3.2 and 3.7).

FIFA World Cup vehicle fleet

In order to reduce the negative impact of ground transportation on the environment, a number of measures were taken in relation to the official fleet of vehicles used during the tournament, at peak times consisting of hundreds of cars and buses for transporting teams, officials, guests and staff. Prior to the start of the tournament, all 2,638 drivers subcontracted by the LOC received training on sustainable driving as well as a handbook including information on how to drive in a more environmentally friendly manner. Furthermore, 24% of fuel used to power the vehicles was ethanol, which has a lower carbon footprint (see fig. 3.5).

Programme for ticket holders

The main source of emissions from transportation, however, resulted from the air travel of ticket holders to and from Brazil and to and from the 12 host cities to attend matches (79.4%, see fig 3.6). According

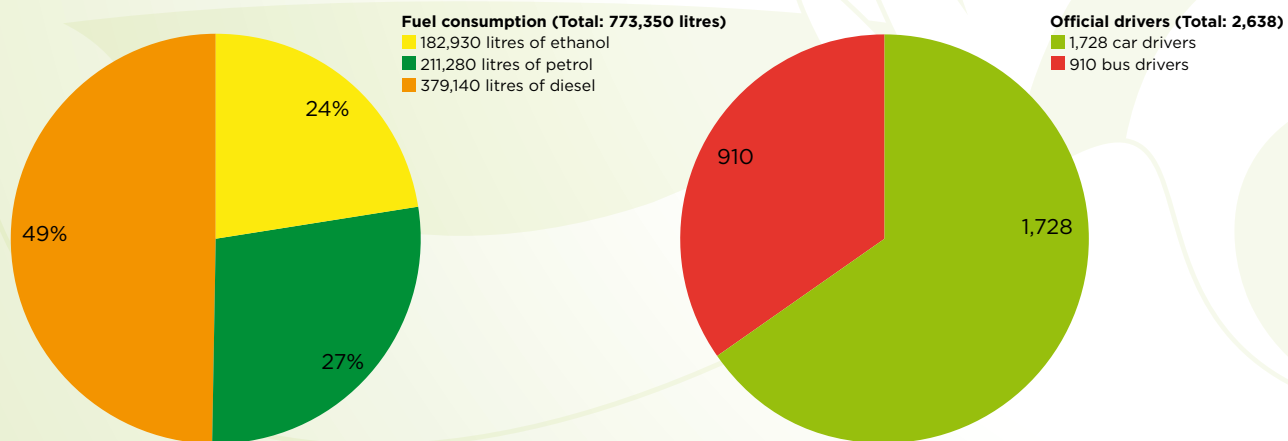


Figure 3.5: Facts and figures for the FIFA World Cup fleet



to the Greenhouse Gas Protocol accounting tool, these emissions were not under the operational control of FIFA and LOC since ticket holders were free to choose their transportation mode to get to and from the matches. Nevertheless, FIFA and the LOC had an indirect influence on these emissions as the organisers of the tournament. As a result, FIFA launched a programme to engage with over 400,000 ticket holders, raising awareness of the environmental impact of their trips and how to mitigate it. All ticket holders were invited by email to sign up on a dedicated website (<https://worldcupoffset.fifa.com>), where an average of their carbon emissions to travel to the FIFA World Cup was calculated by FIFA.

Through this programme that ran from April to June, FIFA offered ticket holders the opportunity to offset the emissions resulting from their travel to the tournament for free, no matter where in the world they were travelling from. The goal of FIFA was to sign-up as many ticket holders as needed to reach 80,000 tonnes of CO₂ emissions. More than 17,000 ticket holders signed up, registering 40,885 journeys amounting to a total 119,563 tonnes of CO₂, exceeding the goal and providing a very positive outcome (see fig. 3.8).

Type	Ticket holder	FIFA/ LOC staff	Media	PMAs + referees	Volunteers and operations	Total
International	1,314,326	4,623	33,968	11,090	-	1,364,007
Inter-city	758,252	941	26,528	7,474	-	793,195
Intra-city	90,096	121	2,098	135	4,604	97,054
Total transportation	2,162,673	5,685	62,594	18,700	4,604	2,254,256

Figure 3.6: Transportation emissions (tCO₂e) by event attendee category according to the ex-ante carbon footprint of the 2014 FIFA World Cup. (Note: Transportation related to FIFA/LOC operations and the International Broadcast Centre are not included in this consolidation.)

Quarter	2012	2013	2014
Q1	659	1,887	1,008
Q2	1,412	5,468	6,608
Q3	1,868	2,533	4,401
Q4	2,584	2,370	n.a.
Total	6,523	12,258	12,017

Figure 3.7: Transport-related emissions of FIFA staff, guests and officials travelling to Brazil for the 2014 FIFA World Cup (tonnes of CO₂ emissions, all emissions are offset through FIFA's existing carbon offsetting programme)

Total ticket holder sign-ups on webpage	17,521
Total emissions registered in tonnes of CO ₂	119,563
Journeys registered from:	
Brazil	22,114
USA	6,081
Australia	1,155
UK	1,030
Canada	936
Other origins	9,569
Total number of journeys registered	40,885

Figure 3.8: Figures from the offsetting campaign on <https://worldcupoffset.fifa.com>





4. Social development through football

4.1 FOOTBALL FOR HOPE

Football can bring people together, transform lives and inspire entire communities. It creates powerful opportunities to break down barriers to social development, education and healthcare. This is evidenced by the hundreds of community organisations that are active in delivering social projects through football across the globe. Consequently, FIFA has supported 447 community programmes in 78 countries over the last eight years by providing 167 organisations with funding, equipment, training, know-how and exposure, thereby helping to bring hope and opportunity to underprivileged communities and to improve the lives of young people.

FIFA's significant experience of social development through football, combined with the central role played by football in Brazilian society, made the decision to include Football for Hope activities in the 2014 FIFA World Cup Sustainability Strategy an obvious one.

The objective was to increase FIFA's level of investment in non-governmental programmes in Brazil that use football as a catalyst for social development, for example through regular football training sessions to get young people off the streets, after-school football programmes that offer extra academic tuition, mixed football matches to promote gender equality and special sessions that intertwine football skills with



awareness-raising on public health issues. As such, it was important to undertake a nationwide study to identify officially registered and well-established organisations running programmes that were eligible for Football for Hope support in sufficient numbers in order to have a tangible impact in the 12 host cities.

FIFA and the LOC set aside approximately USD 8 million, including value-in-kind from FIFA Partners, to provide grants to non-governmental organisations throughout Brazil (see §4.4), to organise a forum for exchange and discussion in Belo Horizonte in June 2013 (see §4.2), and to stage the Football for Hope Festival 2014 in Rio de Janeiro in July 2014 (see §4.3).

Through these activities, FIFA and the LOC were able to increase the number of Football for Hope eligible organisations from five to 37, the largest amount of any individual country in the world. Not only were these organisations able to apply for financial support and participate in capacity-building workshops, they were also able to exchange best practice during the forum and the festival with dozens of organisations from abroad that have used football as a tool for social development for many years. By strengthening the know-how and networks of these organisations, FIFA and the LOC successfully contributed to social development in communities across Brazil. These efforts will be maintained through further financial support in 2015 and 2016 (see §4.4).



4.2 FOOTBALL FOR HOPE FORUM 2013



The body of organisations and programmes that aim to achieve social development through football is growing. Behind these initiatives is an active community of dedicated professionals who are committed to harnessing the power of football to promote social development in local communities across the globe. They are all bound by a common goal, and face similar challenges.

In order to facilitate the exchange of best practice and ideas among this body of professionals, strengthen their organisations, and share expertise among NGOs from around the world, FIFA, the LOC and the local authorities organised the Football for Hope Forum 2013 in Belo Horizonte from 26 to 29 June 2013.

Discussing football's contribution

This four-day event with 193 registered participants from 134 organisations based in 43 different countries saw presentations, panel discussions and workshops led by representatives from grassroots organisations, sports bodies, global corporations and development institutions, covering the most important issues (see fig. 4.1) related to the contribution football can make to social development in Brazil and abroad.

Taking up the public debate

Despite the civil unrest on display in Belo Horizonte on the days before and during the forum, the event went ahead and actively considered the key elements of the ongoing public debate. A podium discussion that was

- Measuring impact: developing an effective monitoring and evaluation system
- Planning ahead: developing a compelling strategy
- Spreading your message: communicating the work you carry out
- Girls on the pitch: using football to promote gender equality and empower girls and women
- Playing for peace: harnessing the power of football as a tool for violence prevention
- Employability: tackling youth unemployment through football
- Out of the classroom and onto the pitch: the benefits of after-school football programmes
- Networking: how to network and find potential partners

Figure 4.1: Topics presented at the Football for Hope Forum 2013



added to the programme on the opening day explored and debated the origins of the protests, highlighting that football could be used to tackle the social inequalities and injustices underlying the concerns of the Brazilian people.

A platform for Brazilian NGOs

Overall, the outcome was very positive. The forum, with one third of participants from Brazil, was an important platform to build capacity for football-based social development programmes within the country. It also showed that football was an effective tool in tackling socioeconomic issues such as the very topical ones behind the protests.



4.3 FOOTBALL FOR HOPE FESTIVAL 2014



Thousands of young people around the world and in Brazil are involved in football-based community programmes and have committed themselves to building a better future through football. They demonstrate leadership and contribute to social development in their respective communities.

To recognise these individual efforts and help drive the daily work of the organisations behind them, FIFA organised the Football for Hope Festival 2014, bringing 192 young people in 32 delegations (see fig. 4.2) from 26 countries together in Brazil to enjoy a unique intercultural experience. For many of them, it was the first time they had left their home country. During this

nine-day event, participants had the opportunity to exchange best practices, play football and attend a FIFA World Cup quarter-final match together.

Playing without referees

The festival programme included an array of cultural and educational activities for the delegations, culminating in a football tournament in which mixed teams competed without referees. Any disagreements on the pitch were resolved by the young leaders themselves, using a method of “three halves”. This particular method had been used by many participating delegations back home to encourage personal development in conflict resolution, dialogue and respect for the other gender and other cultures (see fig. 4.3). In applying this method, the young leaders were guided by 32 mediators who had been trained prior to the festival.



The team of Delta Cultura Cabo Verde lifting the trophy after winning the Football for Hope Festival 2014.

Country of origin	Delegation name	Organisation(s) represented
Australia	Football United	Football United
Botswana	SEDYEA	South Eastern District Youth Empowerment Association
Brazil (São Luis)	Formação	Formação - Centro de Apoio à Educação Básica
Brazil (Porto Alegre)	ACM-RS	Associação Cristã de Moços do Rio Grande do Sul
Brazil (Rio de Janeiro)	CIEDS - Craque do Amanhã	Centro de Integração e Desenvolvimento Sustentável
Brazil (Rio de Janeiro)	Instituto Bola Pra Frente	Instituto Bola Pra Frente
Brazil (Rio de Janeiro)	Vila Olímpica Mané Garrincha	Instituto Brasileiro de Estudos Especializados e Avançados (IBEEA)
Brazil (Salvador)	Fazer Acontecer - Bahia	Instituto Fazer Acontecer
Brazil (São Leopoldo)	Instituto Lenon	Instituto Lenon Joel Pela Paz
Brazil (São Paulo)	Fundação EPROCAD	Fundação Esportiva e Educacional Pro-Criança e Adolescente
Cambodia	SALT Academy	SALT Academy
Cape Verde	Delta Cultura Cabo Verde	Delta Cultura Cabo Verde e.V.
Colombia	Alianza Colombia	Colombianitos; Tiempo de Juego
Costa Rica	Costa Rica Ditsöwapa	SEPROJOVEN
Ecuador	Fundación de las Américas ECUADOR	FUDELA - Fundación de las Américas para el Desarrollo
France	Sport dans la Ville	Sport dans la Ville
Germany	KICKFAIR	KICKFAIR
India	Dream A Dream	Dream A Dream
Israel/Palestine	The Peace Team	Mifalot Chinuch; The Peres Center for Peace
Kenya	TYSA	Trans-nzoia Youth Sports Association
Laos	Spirit of Soccer	Spirit of Soccer
Lesotho	Kick4Life	Kick4Life
Mozambique	Grupo Desportivo de Manica	Grupo Desportivo de Manica "FC Manica"
Peru	Red Perú Fútbol de la Calle	Asociación Civil Los Pioneros; Centro de Educación y Desarrollo Comunitario; Asociación Civil WARA
Portugal	CAIS - Portugal	Associação CAIS
South Africa	WhizzKids United	Africaid - WhizzKids United
South Africa/Zimbabwe/ Zambia	Grassroot Soccer	Grassroot Soccer
UK	Street League	Street League
Uruguay	Gurises Unidos	Asociación Civil Gurises Unidos
USA	Starfinder	Starfinder Foundation
Vietnam	Football for All in Vietnam	Football for All in Vietnam (FFAV)
Zambia	Team Zambia	Bauleni United Sports Academy; Breakthrough Chiparamba Sports Academy; Kalim Sports Council and Sport In Action

Figure 4.2: List of delegations participating in the Football for Hope Festival 2014

An opportunity for a community in Rio

In staging the event in the community of Caju in northern Rio de Janeiro, FIFA and the LOC gave a disadvantaged community the opportunity to stage an official event of the FIFA World Cup, reflecting the context within which football-based programmes most often operate around the world.

Overall, the festival was a success. There were no major problems and all delegations were able to fully participate and return home safely. The community of Caju demonstrated that it is capable of hosting a large event and the football tournament was a passionate exhibition of fair play (92% of possible fair play points were awarded, see third part in fig. 4.3).



The football matches at the Football for Hope Festival were played according to a special methodology to encourage personal development in conflict resolution, dialogue and respect for the other gender and other cultures. There were no referees and the matches were split into three parts.

- First part: the two opposing teams come together to discuss how they want to play the match and agree on specific rules which they would like to abide by (e.g. a girl has to touch the ball before a goal is scored, both teams have to cheer when a goal is scored).
- Second part: during matches, the players themselves are responsible for playing according to the agreed rules and resolving any differences of opinion. Mediators help out in case disagreements cannot be resolved.
- Third part: after each match, both teams come together again and discuss how fairly they felt the game was played and how well they abided by the agreed-upon rules, and decide on up to three fair play points for each team that determine the final score by being added to the match points (3 points for a win, 2 points for a draw, 1 point for a defeat and no points for a no show).

Figure 4.3: Festival method of “three halves”

At the Football for Hope Festival 2014, **831 out of a possible 906** fair play points were awarded

4.4 FOOTBALL FOR HOPE IN BRAZIL

Between 2007 and 2013, five Brazilian NGOs executing football-based community programmes for social development were supported by FIFA's Football for Hope initiative (see §4.1). With the 2014 FIFA World Cup taking place in Brazil, the geographical focus of Football for Hope was logically on Brazil, with the aim of supporting more community-based organisations in the country, thereby contributing to social development.

Mapping organisations

As a first step, FIFA and the LOC commissioned a social research institute to study and map organisations in the 12 host cities in Brazil that were using football to achieve social development goals such as educating young people in underprivileged communities, addressing conflict, helping young people get off the streets, and promoting healthier

lifestyles. From October 2012 to April 2013, almost 200 NGOs were screened and contacted to obtain the organisational, financial and programming data necessary for review.

Annual funding programme

Of all the NGOs reviewed and in addition to the five that were already taking part, 32 were identified as eligible for participation in the Football for Hope programme (see fig. 4.4 for eligibility criteria and fig. 4.6 for a list of these organisations) and were invited to submit their proposals for annual support of up to USD 50,000 per organisation in 2014. In total, FIFA granted a total of USD 1.05 million to 26 football-based social development programmes run by as many organisations. In addition, all eligible organisations were invited to apply for participation in the Football for Hope Festival 2014 (see §4.3), the Football for



Hope Siyakhona Media Skills Programme and the Football for Hope adidas Exchange Programme (see fig. 4.5).

In an effort to strengthen these organisations in the long term and to contribute to a positive legacy, FIFA has set aside funds to continue this volume of financial support for football-based community programmes in Brazil throughout 2015 and 2016. Most of the eligible organisations have applied for funding in these upcoming cycles and are being reviewed for a financial contribution.



- Legally registered entities with non-governmental status
- Politically and religiously independent and not-for-profit
- Non-discriminatory in every way (social, ethnic, racial, religious, gender, etc.)
- Ongoing and well-established programmes that use football to address social issues
- Financially sustainable and a long-term approach

Figure 4.4: Football for Hope eligibility criteria

Football for Hope Siyakhona Media Skills Programme

The programme is led by FIFA and Sony and aims to bring media skills and equipment to young community leaders around the world. The initiative has reached many young leaders in disadvantaged communities since its launch in South Africa in 2009. It gives these talented young people the opportunity to take part in digital photography and video courses and learn practical, vocational skills. Ultimately, the aim is to provide them with relevant skills for jobs in the media and communications sector.

Participating organisations in Brazil in 2014: Formação, EPROCAD, INAPPES and Grupo Ruas e Pracas

Football for Hope adidas Exchange Programme

In their efforts to promote the use of football for social development, FIFA and adidas have partnered up to provide further training to NGOs around the world. The programme provides organisations with the opportunity to exchange and develop expertise and skills that are vital for an effective programme delivery and their overall operations. The workshops are organised regionally and last up to three days.

Participation: 29 Football for Hope-eligible NGOs from Brazil participated in the three-day seminar in Rio from 7-9 May 2014

Figure 4.5: Programmes offered in collaboration with FIFA Partners

Case Study: Bola pra Frente

Football for Hope funding of USD 50,000 in 2014 supported the continuation of an educational programme which has been run for nine years by the Bola pra Frente Institute, a registered non-governmental organisation in Brazil.

The organisation was founded in 2000 by FIFA World Cup champion Jorginho and is located in the community of Guadalupe, in the northern zone of Rio de Janeiro. As part of the Football for Hope-funded programme, more than 200 girls and boys between the ages of six and nine attend classes on various topics including mathematics, history and geography, three times per week.

In delivering the classes on the football pitch and in the classrooms, the teachers at the institute use the passion that the girls and boys have for football, their knowledge of football terminology as well as images and stories of famous football players in order to facilitate learning and keep their motivation levels high.

Bola Pra Frente was selected for the programme not only because it met all the criteria, but also due to its strong track record in education through football, the high quality of its staffing and its diverse funding base.

More information on the organisation is available on their webpage: www.bolaprafrente.org.br

Organisation	City and state
Aldeia do Futuro	São Paulo - SP
ACM do Rio Grande do Sul	Porto Alegre - RS
Associação dos Moradores dos Bairros de Frutilandia I, II e Fulô do Mato	Assú - RN
Associação para o Desenvolvimento de Iniciativas de Cidadanias do RN (ADIC)	Natal - RN
Associação Pestalozzi de Barbalha	Barbalha - CE
Associação Pró-Esporte e Cultura	Ribeirão Preto - SP
Casa Acolhedora Mãe e Senhora de Todos os Povos	Londrina - PR
Centro de Integração e Desenvolvimento Sustentável (CIEDS)	Rio de Janeiro - RJ
Centro Social Mali Martin	Itamarandiba - MG
Formação - Centro de Apoio à Educação Básica	São Luís - MA
Fundação Cafu	São Paulo - SP
Fundação Esportiva Educacional PRÓ Criança e Adolescente (EPROCAD)	Santana de Parnaíba - SP
Fundação Gol de Letra	São Paulo - SP
Fundação Tide Setubal	São Paulo - SP
Grupo Ruas e Praças	Recife - PE
Instituição do Homem Novo (IHN)	Rio de Janeiro - RJ
Instituto Bola Pra Frente	Rio de Janeiro - RJ
Instituto Companheiro das Américas	Rio de Janeiro - RJ
Instituto CUCA	Fortaleza - CE
Instituto de Ações, Projetos e Pesquisas Sociais (INAPPES)	Brasília - DF
Instituto de Desenvolvimento, Educação, Cultura da Amazônia (IDESCA)	Manaus - AM
Instituto DECO 20	Indaiatuba - SP
Instituto Esporte e Educação	São Paulo - SP
Instituto Fazer Acontecer	Salvador - BA
Instituto Lenon Joel pela Paz	São Leopoldo - RS
Instituto Nosso Lar (INLAR)	Governador Valadares - MG
Karanba	Rio de Janeiro - RJ
Núcleo de Desenvolvimento Social	Natal - RN
Núcleo Educacional de Santa Casa de Diadema	Diadema - SP
Projeto Casulo	São Paulo - SP
Projeto Gol de Placa	Nova Friburgo - RJ
Sociedade de Assistência à Criança	Milagres - CE
Urece Esporte e Cultura para Cegos	Rio de Janeiro - RJ

Figure 4.6: List of Brazilian organisations identified as eligible for participation in the Football for Hope programme in the nationwide study carried out from October 2012 to April 2013. Please note, this list only includes organisations which have given permission for their names to be disclosed.



ITALIA



INGLATERRA



CAM



CROACIA



PORTUGAL



HON



MANAUS



AMA



5. Making a lasting impact

5.1 LEGACY OF THE FIFA WORLD CUP

Leaving a lasting and positive impact on a host country has increasingly become important for many of the actors involved in organising major sporting events, including sporting organisations and local organising committees, government authorities, host cities and sponsors. The investments and requirements to stage such mega-events have grown significantly in recent years, and organisers need to ensure that the communities contributing to this effort can benefit in the short and long term. Beyond the definition and successful implementation of comprehensive sustainability strategies for such events, the overall and long-lasting impacts also greatly depend on the contribution of, and collaboration between, the many actors involved.

First and foremost, FIFA and the LOC made great efforts to establish and implement a comprehensive and clear sustainability strategy for the operations of the FIFA World Cup, thereby contributing to a positive legacy in Brazil. The first priority of the sustainability team was to ensure that the tournament was organised in a more sustainable way, fostering a solid foundation

2006 FIFA World Cup Germany (results from July 2006)

- 79% believed that German attitudes towards their country/cities had improved
- 82% agreed that their cities were among the winners of the FIFA World Cup
- 92% agreed that it was the right choice to host the event

2010 FIFA World Cup South Africa (results from May 2011)

- 84% believed the FIFA World Cup was good for South Africa as a nation
- 82% felt the FIFA World Cup had had a positive impact on South Africa's identity
- 63% thought South Africa was still benefiting from hosting the FIFA World Cup
- 56% believe the benefits of the FIFA World Cup were limited to only a few people

2014 FIFA World Cup Brazil (results from July 2014)

- 59% were in favour of Brazil hosting the FIFA World Cup
- 80% believe Brazil will benefit from a long-term increase in tourism
- 36% believe Brazil will benefit from a long-term improvement in infrastructure
- 60% believe Brazil will benefit from an enhanced image abroad

Figure 5.1: Results of FIFA's market research programme carried out in the host countries in collaboration with specialised agencies

from which longer-term impacts and commitments could emanate. While most of the activities of the strategy focussed on addressing short-term impacts and reducing negative impacts from event operations, FIFA and the LOC complemented them by identifying and developing further actions with the potential of having longer-term positive impacts on society and the environment in Brazil. The actual impacts of these actions will only be measurable when they have had time to take effect and when the necessary data to properly assess their impact becomes available. What follows is an overview of the most important actions that FIFA and the LOC believe will contribute to a positive legacy.

Economic growth

A highly debated topic is the impact of the FIFA World Cup on economic growth in Brazil. While there is no consensus to date on whether the overall economic impact was and will continue to be positive for Brazil, the preparations for the tournament saw substantial investments by FIFA (over USD 700 million), the Brazilian government and other stakeholders into the Brazilian economy for the human resources and infrastructure required to stage the event. It should be stressed that these investments are of a long-term nature (see "Indirect impacts" paragraph below).

FIFA, the LOC and their partners also made financial contributions to several organisations that are active in the carbon offsetting and recycling sector in Brazil by promoting and hiring their services to compensate emissions from the tournament (see §3.2) and to recycle waste in the stadiums (see §3.3). While the scale of these investments may not be significant from a country-wide perspective, the involvement of these organisations in delivering a more sustainable FIFA World Cup could strengthen their capacity for income generation in the longer term.

Social development

Football has been used successfully by many organisations around the world as a tool to promote social development, thereby creating a positive impact in various under-privileged communities and with disadvantaged young people. This led FIFA to launch its Football for Hope initiative in 2005. In keeping with the approach taken towards the host countries in 2006 and





The tailor-made sustainability training programme for stadium operators was specifically aimed at helping the stadium authorities to run their facilities in a more sustainable manner during the tournament and beyond (see §5.2). Following the Brazilian government's initiative to seek Leadership in Energy and Environmental Design (LEED) certificates for the FIFA World Cup stadiums, FIFA has made the acquisition of a sustainability certification mandatory for all future FIFA World Cup stadiums. In the longer term, these actions will be a benchmark from which FIFA and the LOC can further address the critical issues raised regarding the sustainable use of the stadiums after the tournament.

Football development

For football in Brazil and globally, the long-term impact of the FIFA World Cup is of unparalleled significance. As part of the FIFA World Cup Legacy Fund with an initial investment of USD 20 million in December 2013 and an additional grant of USD 80 million approved in October 2014, FIFA and the CBF will improve football infrastructure and promote the development of women's football in Brazil in the coming years (see §5.3). At the global level, the profits generated by the 2014 FIFA World Cup will be redistributed back into football development programmes and other tournaments, providing FIFA with the financial security required to ensure continuity in its mission to develop the game, touch the world, and build a better future.

Indirect impacts

Beyond the impacts directly influenced by FIFA and the LOC, it is important to note some of the more indirect impacts of preparing to stage the tournament. These included investment in public infrastructure and development and renovation of airports, transportation systems, sports facilities and recreational areas. Furthermore, the successful staging of the FIFA World Cup gave the country a significant psychological lift, promoting their culture to the world and inspiring positive change. It will represent an important point in their history, as it did in Germany and South Africa (see fig. 5.1).

With their careful preparations and the implementation of a comprehensive sustainability

2010, FIFA and the LOC decided to substantially invest in football-based programmes in Brazil, thereby making a lasting contribution to social development in the host cities as well as strengthening local understanding of the role that football can play in addressing social issues affecting young people (see §4).

Maintaining and improving human capital is a key element for social development. The FIFA World Cup offers those involved many opportunities to build capacity that can be applied at future events or to other professional areas. With this in mind, FIFA and the LOC invested in a variety of training programmes to help individuals fulfil their professional duties at the tournament and beyond, strengthening their future employability (see §2.2 and §5.2).

Practising sport and playing football, whether competitively or just for fun, can have substantial positive effects on health. In using football to promote a healthy lifestyle, FIFA and the LOC have, in collaboration with other local stakeholders, started implementing the "FIFA 11 for Health" programme in Brazilian schools. Experience of this programme in Africa has shown that it improves the knowledge of schoolchildren on how to lead a healthy lifestyle, thereby contributing to their future well-being (§5.4).

In supporting public schools and community institutions, FIFA and the LOC also donated IT assets, including laptops, televisions, cameras, mobile telephones and printers. In total, the 93 beneficiaries selected across Brazil received 2,129 pieces of IT equipment with an estimated value of USD 2.25 million.

strategy, FIFA and the LOC laid a solid foundation for a lasting and positive impact in many areas. However, the longer-term impacts in Brazil will take more time to materialise and will only be able to be assessed in more detail in the years to come. For this reason, and

as was the case with previous FIFA World Cups, FIFA has earmarked resources to ensure that its ongoing activities in Brazil will be completed and that the work with key stakeholders will continue to proceed towards achieving this positive legacy.



5.2 CAPACITY-BUILDING



From left to right: Ricardo Trade (CEO of 2010 FIFA World Cup LOC), Diana Oliveira (Vice-President, Sport Club Internacional), Celso Trindade (Advisor to the Ministry of Sports), Federico Addiechi (Head of FIFA CSR)

Maintaining and improving human capital, particularly through capacity-building that expands individual knowledge bases, is a key element for social development. The preparation and staging of the largest single-sport event in the world offers those involved many opportunities to hone existing skills or acquire new ones that can also be applied at future events or other professional areas.

With this in mind, FIFA and the LOC decided to invest in training programmes that would strengthen individual knowledge bases not only for a specific responsibility during the competition, but also for professional responsibilities and/or opportunities after the competition. These training programmes were organised by FIFA and the LOC in collaboration with training and service providers. The areas covered included TV production, sustainable stadium operations, media skills for talented young people, waste management at large events, audio-descriptive sport commentary techniques for blind people and employability training for volunteers (see fig. 5.2).

more than
18,000
staff, volunteers, drivers,
waste collectors and stadium
operators benefited from
tailor-made programmes

Despite the scale and popularity of the FIFA World Cup, individual actors such as FIFA or the LOC will only ever be able to make a limited contribution to capacity-building in a country the size of Brazil. Consequently, the emphasis was on leveraging the specific expertise of the organisations to develop effective small-scale capacity-building programmes. FIFA and the LOC are convinced that these actions contributed to a more sustainable event.

Professional experience in TV production for students	<p>FIFA invested USD 1 million in a TV production internship programme for Brazilian students during the 2014 FIFA World Cup.</p> <p>The programme gave 438 Brazilian students from universities in the 12 host cities the chance to gain paid professional experience with the broadcast production of the FIFA World Cup and to work alongside many of the world's biggest broadcast companies.</p> <p>The students, selected by FIFA TV and its host broadcasting services provider HBS, filled roles ranging from information and commentary to broadcast venue assistants.</p> <p>They received training on the technical side of host broadcasting and learnt about working and communicating in an international environment, thereby gaining professional experience and basic skills necessary for future employment in TV and broadcasting.</p>
Sustainable operations and maintenance of stadiums	<p>In support of the efforts of the Brazilian government and stadium authorities to build stadiums in a more sustainable manner, FIFA and the LOC organised a training programme for key sustainability staff. The objective of this training was to help them maintain a high level of sustainability in the maintenance and operations of the newly built and renovated stadiums after the FIFA World Cup.</p> <p>The six-day training course was divided into three workshops held in different host cities. The topics covered by the trainers and guest speakers included efficient lighting systems, temperature control to reduce energy use, waste management and recycling, water-saving measures, accessibility for disabled spectators, communication with surrounding communities and sustainability certification.</p> <p>For more information, see the final report on this programme.</p>
Audio-descriptive commentary for blind and partially sighted fans	See §2.4 Accessibility and inclusiveness (p. 38-39)
Recycling in stadiums	See §3.3 Recycling and waste management (see p. 48-49)
Media skills for talented young people and NGOs	See information on Football for Hope Siyakhona Media Skills Programme in fig. 4.5 (p. 62)
Organisational development and football coaching for NGOs	See information on Football for Hope adidas Exchange Programme in fig. 4.5 (p. 62)
Capacity-building and exchange of best practice for and among NGOs	See §4.2 Football for Hope Forum 2013 (p. 56-57)
Employability training for volunteers	<p>Volunteers are essential for any large sport event as they fulfil tasks critical to the staging of the event and have a representative role towards attendees. In many cases, the volunteer experience offers individuals the chance gain important experience and skills for their professional careers.</p> <p>In support of these individual efforts and beyond for-the-job training, FIFA and the LOC developed a 20-hour online course in Portuguese to help volunteers strengthen their job application skills and long-term career planning. The course was specifically designed for them and offered free of charge from September to November 2014 (see §2.2 Workplace at 2014 FIFA World Cup on p. 34-35).</p>
Football for Health	See §5.4 Health (p. 74-75)
Sustainable driving	See §3.4 Transport (p. 50-51)
Capacity-building programmes for staff and volunteers	See §2.2 The workplace at the 2014 FIFA World Cup (p. 34-35)

Figure 5.2: Overview of the training programmes offered by FIFA and the LOC

5.3 FOOTBALL DEVELOPMENT

One of FIFA's statutory missions is to improve the game of football constantly and promote it globally. The FIFA World Cup is crucial in that it provides FIFA with the resources to fulfil this mission through football development projects implemented around the world. With the financial success of the tournament, FIFA is able to support such projects in each of its 209 member associations. This support includes technical support and capacity-building in various areas of football such as coaching, youth training, refereeing and the development of women's football. It also includes direct financial assistance which finances the day-to-day operations of many member associations. Overall, it ensures that football has a solid foundation on which to develop throughout the world.

For the development of football in Brazil and as a particular investment in football in the host country, FIFA's Executive Committee approved the creation of a 2014 FIFA World Cup Legacy Fund in December

2013, along with an initial investment of USD 20 million by FIFA in order to initiate projects ahead of the tournament. The fund was jointly established by FIFA and the CBF to have a lasting and positive impact on Brazilian football and to ensure that the benefits are also felt in areas of the country that were not directly involved in organising the 2014 FIFA World Cup.

Over the next four years and with an additional grant of USD 80 million approved by the FIFA Executive Committee, projects implemented through the fund will include areas such as:

- infrastructure development for non-host cities, to include two football fields, facilities and classrooms
- youth football development, including coach education, club coach support, youth/grassroots tournament support, etc.
- the promotion of women's football, including coach education, re-launch of the Women's Top League, youth/grassroots competitions, club (commercialisation) education, awareness campaigns, etc.



- public health projects (see §5.4), which include seminars and awareness programmes
- social programmes for underprivileged communities (see §4), including grassroots courses and festivals, the Favela Cup, the Favela Network project, etc.

As early as July of this year, the first project was inaugurated in Belém, the capital of the Pará state, with four official pitches dedicated to grassroots and women's football. All project works in Belém will be completed by November 2014.



5.4 HEALTH



Practising sport and playing football, competitively or just for fun, can have substantial positive effects on health. There is scientific evidence that playing football improves the health of people of both genders and all age groups. It has even been prescribed as a therapeutic measure for a number of non-communicable diseases, e.g. diabetes, high blood pressure, increased cholesterol, obesity and others, which pose challenges around the world, including Brazil where obesity in particular is growing rapidly.

Beyond promoting football's health benefits, it is important to take steps to prevent injuries and to provide adequate medical treatment for injured players. To that end, FIFA's medical team has developed specialised health programmes, courses and medical services at its competitions.

Regarding the promotion of healthy lifestyles, close to 4,000 children participated in the successful "FIFA 11 for Health" pilot project in 2013 and 2014 in the 12 host cities of the 2014 FIFA World Cup. This FIFA programme has been implemented across the world, using football to teach children eleven actions they can take to stay healthy (see fig. 5.3). Experience of this project in Africa and other regions has shown that it improves knowledge and positively influences the attitudes of schoolchildren towards leading healthy lifestyles. In Brazil, the programme has been implemented in close partnership with the Brazilian Football Association (CBF) and the Ministry of Education, Health and Sport, and will continue in the next years with resources from the FIFA World Cup Legacy Fund (see §5.3).

1. Play football
2. Respect girls and women
3. Protect yourself from HIV and STDs
4. Avoid drugs, alcohol and tobacco
5. Control your weight
6. Wash your hands
7. Drink clean water
8. Eat a balanced diet
9. Get vaccinated
10. Take your prescribed medication
11. Practise fair play

Figure 5.3: 11 health messages for the Brazil pilot project

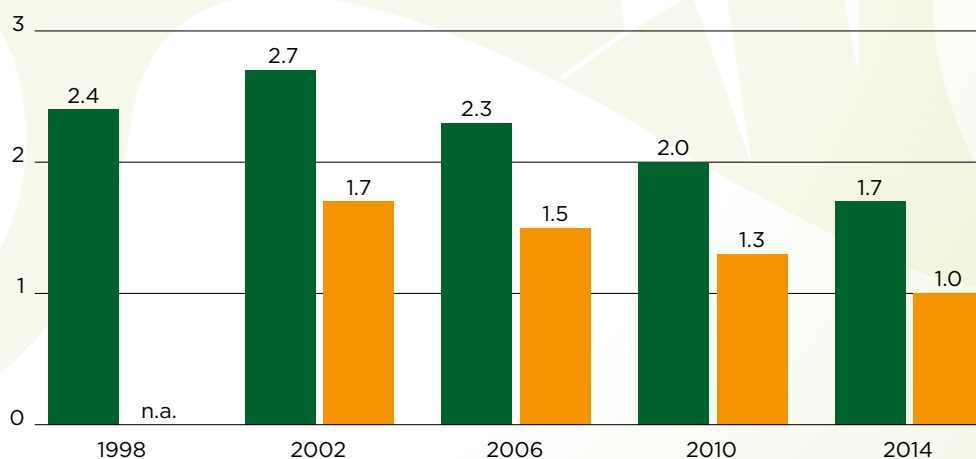
In the field of injury prevention, FIFA's medical team has also developed a specific programme. The "FIFA 11+" complete warm-up programme has been shown to reduce injuries by 30-50% amongst women and men, both for recreational and elite players, if performed regularly. In Brazil, with the support of the CBF's medical department, this programme has been introduced at various Brazilian clubs. Its implementation will continue to expand through the network and courses of the CBF and with the strong support of the sports medical community in Brazil.

To prevent sudden cardiac death of football players, an issue which has gained more attention recently, FIFA and the LOC distributed 80 AEDs (Automated External Defibrillators) to football schools and other organisations that train young footballers and, in collaboration with the Brazilian sports medical community and the CBF, provided training to develop their knowledge of emergency medicine.

FIFA also continued to offer medical services to the players who participated in the FIFA World Cup. The medical staff of the 32 participating national teams was required to report all injuries incurred by their players after each match. The standardised injury recording forms developed by the FIFA Medical Assessment and Research Centre (F-MARC) were completed and returned to the FIFA Medical Officer working at the venue. The overall injury rate was 1.7 injuries per match (see fig. 5.4).



FIFA World Cup (with 64 matches)



- Average of injuries (traumatic and overuse) regardless of the consequences with respect to participation during training or match
- Average injuries which result in at least one day's absence of the player from training and/or match

For additional information on past FIFA World Cups please also see: Junge A, Dvorak J., Injury surveillance in the World Football Tournaments 1998–2012, Br J Sports Med 2013;47:782–788.

Figure 5.4: Injuries per match in FIFA World Cups





GRI Index and Assurance

GRI INDEX AND PERFORMANCE DATA

This report has been compiled in accordance with the GRI G3.1 Guidelines, including the GRI Event Organizers Sector Supplement, at Application Level C+. This has been confirmed by GRI and the external auditor SGS.

GRI ref	Requirements	Report section reference	Disclosure
Profile			
1 Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organization	Statement from the FIFA Secretary General (p. 6-7) Statement from the CEO of 2014 FIFA World Cup LOC (p. 8-9)	Fully
2 Organisational Profile			
2.1	Name of the organization.	The 2014 FIFA World Cup in Brazil was organised by the Fédération Internationale de Football Association (FIFA) and the 2014 FIFA World Cup Local Organising Committee (LOC).	Fully
2.2	Primary brands, products, and/or services.	Profile of the 2014 FIFA World Cup (p. 10-11)	Fully
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Profile of the 2014 FIFA World Cup (p. 10-11) 1.5 Governance and execution of sustainability strategy (p. 28-29)	Fully
2.4	Location of organization's headquarters.	Profile of the 2014 FIFA World Cup (p. 10-11)	Fully
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Profile of the 2014 FIFA World Cup (p. 10-11)	Fully
2.6	Nature of ownership and legal form.	Profile of the 2014 FIFA World Cup (p. 10-11)	Fully
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Profile of the 2014 FIFA World Cup (p. 10-11)	Fully
2.8	Scale of the reporting organization.	Profile of the 2014 FIFA World Cup (p. 10-11) 2.2 The workplace at the 2014 FIFA World Cup (p. 34-35) Additional financial information will be available in FIFA's Financial Report 2014 published in early 2015. Earlier financial reports of FIFA are available on FIFA.com	Fully
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	During the reporting period, there have been no significant changes regarding size, structure, or ownership in relation to the 2014 FIFA World Cup.	Fully
2.10	Awards received in the reporting period.	No relevant awards were received nor applied for in relation to the 2014 FIFA World Cup.	Fully
3 Report Parameters			
<i>Report Profile</i>			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	30 July 2011 (2014 FIFA World Cup Preliminary Draw event) to 30 September 2014 (closure of the main offices in Rio de Janeiro).	Fully
3.2	Date of most recent previous report (if any).	This is the first sustainability report according to the GRI 3.1 EOSS framework published by FIFA and LOC for a FIFA World Cup. For more information, please also see 1.2 History of sustainability at FIFA World Cups. (p. 20-21)	Fully
3.3	Reporting cycle (annual, biennial, etc.).	This is the only sustainability report published by FIFA and LOC for the 2014 FIFA World Cup. FIFA publishes its Financial Report and its Activity Report on an annual basis. All reports are available online on FIFA.com.	Fully

GRI ref	Requirements	Report section reference	Disclosure
3.4	Contact point for questions.	FIFA Corporate Social Responsibility Department FIFA-Strasse 20 P.O. Box 8044 Zurich Switzerland contact@fifa.org	Fully
<i>Report Scope and Boundary</i>			
3.5	Process for defining report content.	The content of the report was defined by the objectives of the 2014 FIFA World Cup Sustainability Strategy (p. 10-11, document available on FIFA.com) and the materiality analysis (see 1.3 Development of sustainability strategy (p. 22-24) and 1.4 Stakeholder consultation (p. 25-27)) The report was written to allow the general public interested in the matter to get an overview of the activities and achievements of FIFA and the LOC in relation to the 2014 FIFA World Cup in Brazil. To provide additional detail to stakeholders, the report was compiled in accordance with GRI G3.1 guidelines and with third party assurance.	Fully
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	This report is written by FIFA and the LOC is aimed at providing information on the achievements and challenges based on the objectives determined in the 2014 FIFA World Cup Sustainability Strategy (p. 10-11, document available on FIFA.com). It covers the operations controlled or significantly influenced by FIFA and the LOC and has a geographic focus on the host country. Please note, the objectives of the strategy have been determined by the materiality analysis as described in the 1.3 Development of sustainability strategy (p. 22-24).	Fully
3.7	State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope).	The report only includes the performance in regards to the activities in Brazil as defined by FIFA and the LOC in its 2014 FIFA World Cup Sustainability Strategy (p. 10-11, document available on HYPERLINK " http://resources.fifa.com/mm/document/fifaworldcup/generic/02/11/18/55/sustainabilitystrategyconcept_neutral.pdf " FIFA.com). Other entities are mentioned where the activities were carried out jointly. The information in the report includes all significant actions or events in relation to the 2014 FIFA World Cup preparation and staging. The report does not include detailed information on the FIFA Confederations Cup 2013 in Brazil nor on ancillary events that happened during the reporting period. Also see Report Overview (p. 12-13) for respective coverage of objectives and material issues.	Fully
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	The tournament takes place every four years in a different host country on a different continent with a different LOC. This does significantly affect comparability from one tournament to the next. Also see 1.1 Q&A with FIFA's Head of CSR (p. 16-19)	Fully
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not relevant. This is the first and only sustainability report published by FIFA and LOC for the 2014 FIFA World Cup.	Fully

GRI ref	Requirements	Report section reference	Disclosure
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No previous report available. This is the first and only sustainability report published by FIFA and LOC for the 2014 FIFA World Cup. For more information please also see 1.2 History of sustainability at FIFA World Cups	Fully
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Index and Performance Data (p. 78-82)	Fully
3.13	Assurance	Assurance statement by SGS (p. 84-87)	Fully
4	Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	1.5 Governance and execution of sustainability strategy (fig. 1.4 on p. 28-29)	Fully
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	In relation to the 2014 FIFA World Cup, the FIFA Executive Committee is the highest governance body. It is chaired by the FIFA President (see fig. 1.4 on p. 29). Please also see Regulations of the 2014 FIFA World Cup (p. 6-10) for further information on the roles and responsibilities of the FIFA Executive Committee and other bodies of the 2014 FIFA World Cup.	Fully
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Please see FIFA.com and FIFA Statutes (p. 28) for further details on the composition of the FIFA Executive Committee in relation to the 2014 FIFA World Cup. In 2014, three members of the FIFA Executive Committee were women (see FIFA.com).	Fully
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	All Member Associations of FIFA have the right to draw up proposals for inclusion in the agenda of the Congress. For more information, please see FIFA Statutes and FIFA Congress. There is no formal mechanism for employees to provide recommendations or directions directly to the highest governance body.	Fully
<i>Stakeholder Engagement</i>			
4.14	List of stakeholder groups engaged by the organization.	1.4 Stakeholder consultation (see fig. 1.3, p. 25-27)	Fully
4.15	Basis for identification and selection of stakeholders with whom to engage.	Based on an initial broad stakeholder mapping, a set of stakeholders with whom to engage was selected. The objective was to obtain a comprehensive view on stakeholder's expectations, which is why a first consultation with stakeholders with established relationships to FIFA was completed before formal interviews with stakeholders with no prior relationship to FIFA (mostly civil society organisations). For additional information please see 1.4 Stakeholder consultation (p. 25-27)	Fully
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	1.3 Development of sustainability strategy (p. 22-24) 1.4 Stakeholder consultation (p. 25-27)	Partially
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	1.1 Q&A with FIFA's Head of CSR (p. 16-19) 1.3 Development of sustainability strategy (see fig. 1.1, p. 22-24) 1.4 Stakeholder consultation (p. 25-27)	Partially

GRI ref	Requirements	Report section reference	Disclosure
Performance indicators			
<i>Economic Performance Indicators</i>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<p>Following information with page reference is available in the Financial Report 2013. The Financial Report 2014 will be published in early 2015. Further information in relation to the FIFA World Cup is also available in previous Financial Reports of FIFA available on FIFA.com</p> <p>Event-related revenues for the 2014 FIFA World Cup: USD 1,386 005 million (see p. 16-17 and page 82 including relevant notes)</p> <p>Employee wages and benefits: USD 102 million (see p. 18-19 and p. 82 including relevant notes)</p> <p>Economic value retained by FIFA: USD 75 million (see p. 20-21)</p> <p>Event-related operating costs for the 2014 FIFA World Cup: USD 560 million (see p. 18-19 including relevant notes)</p> <p>As FIFA is an association, no dividends are paid (see p. 75 and note 25 on p. 120-121). For the consolidated balance sheet see p. 83 and relevant notes.</p> <p>During the preliminary and final competition of the 2014 FIFA World Cup competition, fines are levied and collected by FIFA from member associations in regards to disciplinary cases (e.g. yellow card, red card, etc.). Consolidated information on these fines will be available only in 2015.</p> <p>For information on community investments, see 4.4 Football for Hope in Brazil (p. 61-63)</p>	Fully
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	2.2 The workplace at the 2014 FIFA World Cup (p. 34-35) Workplace data (p. 90-91)	Partially
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	5.1 Legacy of the FIFA World Cup (p. 66-69)	Partially
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	5.1 Legacy of the FIFA World Cup (p. 66-69)	Partially
<i>Environmental performance indicators</i>			
EN16	Total direct and indirect greenhouse gas emissions by weight.	<p>3.2 Carbon offsetting (p. 46-47)</p> <p>3.4 Transport (p. 50-51)</p> <p>See Table 4.1 (p. 15), Table 4.2 (p. 17) and Table 4.3 (p. 18) of the Summary of the 2014 FIFA World Cup Carbon Footprint (ex-ante) available on FIFA.com</p>	Fully
EN17	Other relevant indirect greenhouse gas emissions by weight.	<p>3.2 Carbon offsetting (p. 46-47)</p> <p>3.4 Transport (p. 50-51)</p> <p>See Table 4.1 (p. 15), Table 4.2 (p. 17) and Table 4.3 (p. 18) of the Summary of the 2014 FIFA World Cup Carbon Footprint (ex-ante) available on FIFA.com</p>	Fully
EN22	Total weight of waste by type and disposal method.	3.3 Recycling and waste management (p. 48-49) Recycling and waste data (p. 92-93)	Fully

GRI ref	Requirements	Report section reference	Disclosure
EN26	Initiatives to mitigate environmental impacts of events, products and services, and extent of impact mitigation.	2.3 Responsible sourcing of goods and services (p. 36-37) 3.2 Carbon offsetting (p. 46-47) 3.3 Recycling and waste management (p. 48-49) 3.4 Transport (p. 50-51)	Fully
EO3	Significant environmental and socioeconomic impacts of transporting attendees and participants to and from the event and initiatives taken to address the impacts.	3.4 Transport (p. 50-51) The socio-economic impact of transporting ticket holders to and from the matches was not determined because it was not under the direct control of FIFA nor the LOC.	Fully
<i>Labour Practices and Decent Work Performance Indicators</i>			
LA1	Total workforce by employment type, employment contract, and region broken down by gender.	2.2 The workplace at the 2014 FIFA World Cup (p. 34-35) Workplace data (p. 90-91)	Fully
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Workplace data (p. 90-91) For volunteer numbers, please refer to fig. 2.2 on p. 35	Partially
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	2.2 The workplace at the 2014 FIFA World Cup (p. 34-35) 5.2 Capacity building (see fig. 5.2, p. 70-71)	Fully
<i>Human Rights Performance Indicators</i>			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	2.3 Responsible sourcing of goods and services (p. 36-37)	Fully
<i>Society Performance Indicators</i>			
EO5	Type and impacts of initiatives to create a socially inclusive event.	2.4 Accessibility and inclusiveness (p. 38-40)	Fully
EO6	Type and impacts of initiatives to create an accessible environment.	2.4 Accessibility and inclusiveness (p. 38-40)	Fully
<i>Soft legacies Performance Indicators</i>			
EO11	Number, type and impact of sustainability initiatives designed to raise awareness, share knowledge and impact behaviour change and results achieved.	3.3 Recycling and waste management (p. 48-49) 4.2 Football for Hope Forum 2013 (p. 56-57) 4.3 Football for Hope Festival (p. 58-60) 4.4 Football for Hope in Brazil (p. 61-63) 5.2 Capacity building (training on sustainability for stadium operators) (p. 70-71)	Fully
EO12	Nature and extent of knowledge transfer of best practice and lessons learned.	1.1 Q&A with FIFA's Head of CSR (p. 16-19) 1.5 Governance and execution of sustainability strategy (p. 28-29)	Partially

GRI APPLICATION LEVEL STATEMENT



Statement GRI Application Level Check

GRI hereby states that the **Fédération Internationale de Football Association (FIFA)** and the **2014 FIFA World Cup™ Local Organising Committee** have presented their report "Sustainability Report of the 2014 FIFA World Cup Brazil™" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 21 november 2014

A handwritten signature in black ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because the Fédération Internationale de Football Association (FIFA) and the 2014 FIFA World Cup™ Local Organising Committee have submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 10 november 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

ASSURANCE STATEMENT



ASSURANCE STATEMENT

SGS UNITED KINGDOM LTD'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE SUSTAINABILITY REPORT OF THE 2014 FIFA WORLD CUP™

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS United Kingdom Ltd was commissioned by Fédération Internationale de Football Association (FIFA) to conduct an independent assurance of the Sustainability Report of the 2014 FIFA World Cup™. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text and data in accompanying tables contained in this Report.

This covered all sections of the report, including appendices, tables, and the GRI Index. Two chapters of the report were not included in this assurance process: Chapter 5.3 Football Development; and Chapter 5.4 Health.

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. Financial data for the 2014-2015 financial year had not been audited at the time of publication (as the financial year had not yet concluded); this has also been specifically excluded from this assurance process.

The information in the Sustainability Report of the 2014 FIFA World Cup™ and its presentation are the responsibility of the directors or governing body and the management of FIFA. SGS United Kingdom Ltd has not been involved in the preparation of any of the material included in the Sustainability Report of the 2014 FIFA World Cup™.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification set out below with the intention to inform all FIFA's stakeholders.

The SGS protocols are based upon internationally recognized guidance, including the Principles contained within the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (2013) for accuracy and reliability.

We are providing a limited level of assurance, using our protocols for:

- evaluation of content veracity;
- evaluation of the report against the Global Reporting Initiative Sustainability Reporting Guidelines version 3.1 (2011) including the Event Organizers' Sector Supplement (2012)

The assurance comprised:

- Pre-assurance desk research and management interviews carried out in February 2014, which focused on sustainability strategy, materiality analysis and stakeholder engagement processes.
- Interviews with relevant members of the FIFA and 2014 FIFA World Cup™ Local Organizing Committee (LOC) teams in Brazil in September 2014.
- Interviews with the Sustainability team and other relevant managers at FIFA HQ in Zurich in October 2014
- Interviews with external parties involved in delivering FIFA's sustainability programs.
- Documentation and record review to check statements back to source.
- Documentation and record review to check the following data back to source: recyclable and non-recyclable waste; ex-ante carbon footprint; transport management; employee and volunteer data; legacy; inclusivity and accessibility; responsible sourcing; Football for Hope; and stakeholder engagement.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS United Kingdom Ltd affirms our independence from FIFA, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment. The team included a Lead Auditor from SGS UK with experience of working with major events who carried out all management interviews and document and record checks at FIFA HQ in Zurich; and a Sustainability Auditor from SGS South America, who carried out all interviews and document and record checks in Brazil.

VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, nothing has come to our attention that leads us to believe that the information and data contained within the Sustainability Report of the 2014 FIFA World Cup™ verified is not accurate or reliable, or that it does not provide a fair and balanced representation of FIFA and the LOC's sustainability activities for the 2014 FIFA World Cup™.

The following statements and data within the scope were not assured due to lack of accessible records during the timescale allowed for assurance:

- Non-recyclable waste data
- Chapter 2.5 Health and Safety (other than information on tobacco-free events)

The assurance team is of the opinion that the Sustainability Report of the 2014 FIFA World Cup™ can be used by the Reporting Organization's Stakeholders. We believe that the organization has chosen an appropriate level of assurance for this stage in its reporting.

GLOBAL REPORTING INITIATIVE REPORTING GUIDELINES G3.1(2011): CONCLUSIONS & FINDINGS

In our opinion the Sustainability Report of the 2014 FIFA World Cup™ meets the content and quality requirements of the Global Reporting Initiative G3 Version 3.1 Application Level C+.

Principles: In our opinion the content of the report adheres to the four GRI Report Content Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness, and the six GRI Report Quality Principles of Balance, Comparability, Accuracy, Timeliness, Clarity and Reliability.

Standard Disclosures: All the standard disclosures required for reporting at an application level C+ were included or referenced in the report.

Specific Standard Disclosures: The required minimum numbers of core indicators required for reporting at an application level C+ are included in the report, and the report also includes information on additional indicators.

RECOMMENDATIONS

Without affecting our assurance opinion, we make the following observations and recommendations in relation to FIFA's sustainability strategy and program for the FIFA World Cup™.

The materiality and stakeholder engagement process established for 2014 FIFA World Cup™ is an example of good practice, and provided the framework for FIFA and the LOC's sustainability strategy. FIFA is building on this for 2018 FIFA World Cup™. FIFA has sought to work in partnership to deliver major programmes. In addition, the measures to deliver a more inclusive event, and the Football for Hope programme, sought to set new benchmarks for what can be achieved by events of this size in the region.

FIFA encountered a number of challenges in its sustainability journey for 2014 FIFA World Cup™, and it has been open about these in the report. Many of these challenges could be addressed in future by integrating sustainability targets and requirements earlier into the planning and development process. We note that FIFA has recognised this. The sustainability strategy and objectives for 2018 FIFA World Cup™ in Russia are under development, and we welcome the use of ISO20121, the sustainable event management systems standard, as a framework for this.


Further opportunities were identified during the assurance for consideration to ensure continual improvement, including the following:

- Some waste figures could not be assured due to evidence not being available during the assurance period. We recognise the progress made by FIFA and the LOC in reducing waste to landfill. This is an important challenge for major events, we recommend that for 2018 FIFA World Cup™ FIFA seeks to strengthen its procedures and controls around monitoring and reporting of waste data.
- We welcome the production of the first detailed ex-ante carbon footprint report for a FIFA World Cup™. An ex-post report was considered but not prepared. We recommend that in future FIFA seeks to prepare an ex-post footprint which evaluates the impact of mitigation measures, and where possible provides actual rather than estimated measures. This will compliment FIFA's stated aim to focus on mitigation for 2018 FIFA World Cup™.
- FIFA has made clear in the report that it was not successful in implementing all of its sustainable procurement aims for 2014 FIFA World Cup™. We welcome FIFA's commitment to establish a sustainable procurement & supplier engagement process for 2018 FIFA World Cup™, building on the progress that was made this time with selected suppliers.
- A number of issues that are of interest to stakeholders are excluded from the report as they fall outside FIFA and LOC's sphere of influence. This includes, for example, the health and safety of workers during stadium construction. We recommend that in future reports FIFA discloses in more detail the measures it has taken to use its influence to encourage host countries to meet FIFA's expectations in these areas. We also recommend that future sustainability reports disclose more information on FIFA's reform process and its anti-corruption and anti-bribery controls in relation to the planning and preparation of FIFA World Cup™.
- We recommend that for future events, local communities in the host country (including those in host cities and across the wider community) are involved at an earlier stage of the stakeholder engagement process.
- In line with changes to the GRI framework, we recommend that for 2018 FIFA World Cup™, FIFA reviews its performance indicators framework to ensure it has robust indicators in place to monitor and report performance against objectives for all material issues. This could include stakeholder generated indicators developed specifically for each FIFA World Cup™. FIFA should determine these indicators alongside its sustainability objectives, and publish them as part of its sustainability strategy, to ensure all actors are aware of how they will be measured, monitored and assured.

We further recommend that future sustainability report assurance includes interviews with a sample of the stakeholder groups engaged through FIFA's materiality process.

An internal management report has been prepared for FIFA which includes a detailed set of recommendations to help identify areas for future improvement.

Authorised by:-



Jan Saunders

UK SSC Business Manager

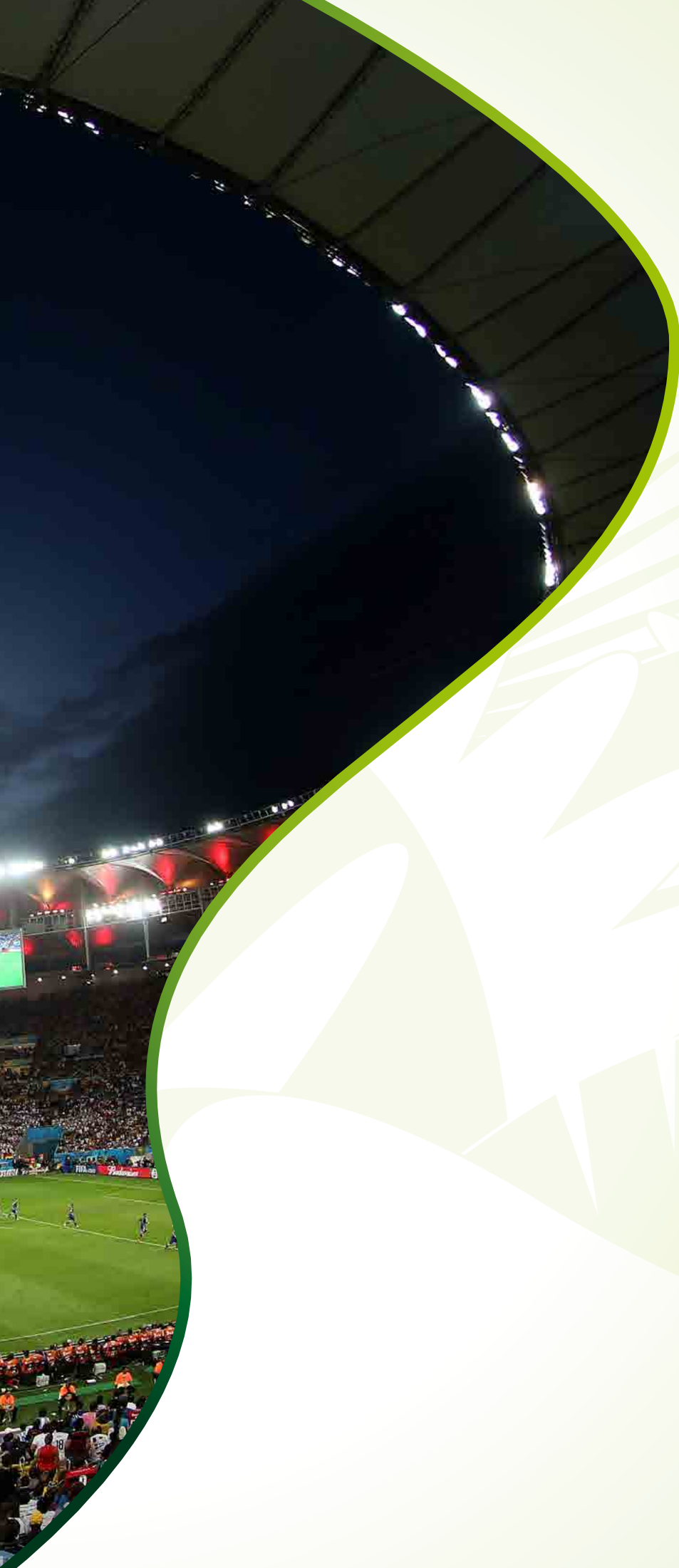
For and on behalf of SGS United Kingdom Ltd

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Appendix

WORKPLACE DATA

FIFA World Cup Office in Brazil	in 2011	in 2012	in 2013	in 2014
Total employees	11	22	32	32
New employees joining FIFA	11	11	12	-
Persons leaving FIFA	-	2	-	-
Employment type				
Full-time men	6	10	15	15
Full-time women	5	12	17	17
Part-time men	-	-	-	-
Part-time women	-	-	-	-
Contract type				
Temporary employees men	-	-	-	-
Temporary employees women	-	-	-	-
Permanent employees men	6	10	15	15
Permanent employees women	5	12	17	17
Region of origin				
Brazilian nationals	10	21	30	30
International	1	1	2	2
Gender of staff				
Men	6	10	15	15
Women	5	12	17	17
Women by age group				
<30	1	5	7	5
31-49	4	7	10	12
>50	-	-	-	-
Men by age group				
<30	2	3	3	0
31-49	3	6	10	12
>50	1	1	2	3

2014 FIFA World Cup FIFA delegation (during the competition)

	Male	Female	Total
FIFA staff (only from Zurich)	171	96	267
Officials (e.g. committee members, referees, delegates from MATCH, General Coordinators, guests, etc.)	1153	325	1478
TOTAL	1324	421	1745

Players and team officials participating in the competition

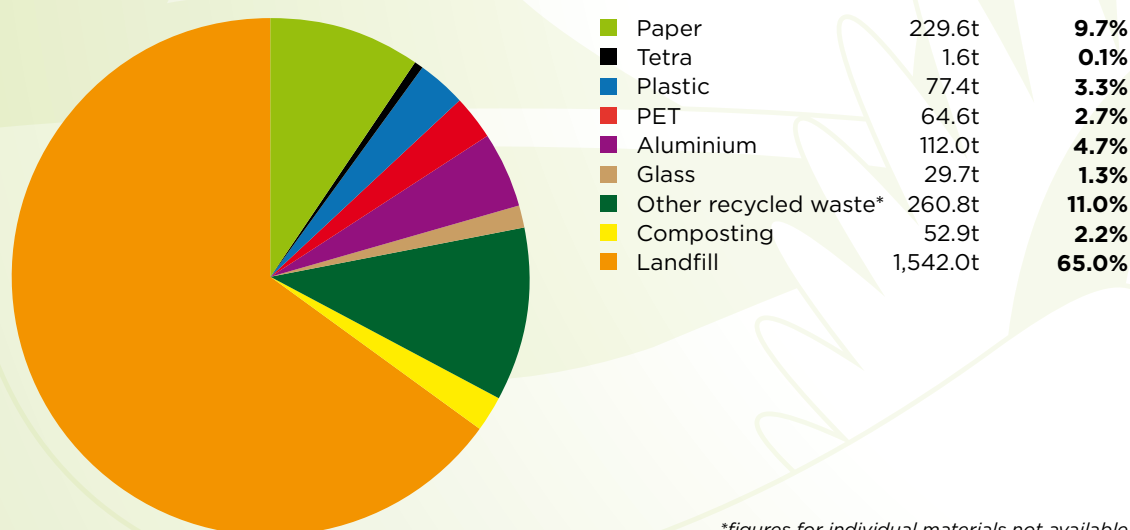
Players	736	0	736
Team officials	962	40	1002

FIFA World Cup LOC offices in Brazil	in 2011	in 2012	in 2013	in 2014
Total employees	46	117	457	1209
New employees joining LOC	23	71	339	964
Persons leaving LOC	9	17	36	14
Employment type				
Full-time men	24	65	251	718
Full-time women	22	52	205	489
Part-time men	0	0	1	2
Part-time women	0	0	0	0
Contract type				
Permanent employees men	24	65	148	167
Permanent employees women	22	52	97	107
Temporary employees men (<6 months)	-	-	103	551
Temporary employees women (<6 months)	-	-	108	382
Apprentices men	-	0	1	2
Apprentices women	-	-	-	-
Region of origin				
Brazilian nationals	46	115	454	1198
International		2	3	11
Gender of staff				
Men	24	65	252	720
Women	22	52	205	489
Women by age group				
<30	6	17	90	235
31-49	13	27	101	220
>50	3	8	14	34
Men by age group				
<30	3	13	95	261
31-49	16	33	122	360
>50	5	19	35	99

RECYCLING AND WASTE DATA

Material (tonnes)	FIFA World Cup stadiums and temporary structures	International Broadcast Centre (IBC) in Rio de Janeiro	FIFA World Cup headquarters in Rio de Janeiro	Football for Hope Festival 2014	FIFA Confederations Cup 2013 stadiums and temporary structures	FIFA/LOC Offices (November 2012 to July 2014)	FIFA World Cup Final Draw (December 2013)	FIFA Confederations Cup 2013 Draw (December 2012)	Total (tonnes)	%
Recyclable	444.7	112.4	7.5	2.2	70.0	120.2	16.0	2.5	775.7	33%
- Paper	203.2	0.0	0.0	0.0	26.4	0.0	0.0	0.0	229.6	
- Tetra	0.0	0.0	0.0	0.0	1.6	0.0	0.0	0.0	1.6	
- Plastic	65.9	0.0	0.0	0.0	11.5	0.0	0.0	0.0	77.4	
- PET	53.9	0.0	0.0	0.0	10.7	0.0	0.0	0.0	64.6	
- Aluminium	96.6	0.0	0.0	0.0	15.3	0.0	0.0	0.0	112.0	
- Glass	25.1	0.0	0.0	0.0	4.6	0.0	0.0	0.0	29.7	
Non-recyclable	1,100.0	68.2	38.7	7.0	110.0	208.0	54.0	9.0	1,594.9	67%
- Composting	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	52.9	not applicable	52.9	
- Incineration	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	not applicable	
- Landfill	1,100.0	68.2	38.7	7.0	110.0	208.0	1.1	9.0	1,542.0	
Hazardous (estimative)	data not available	data not available	data not available	data not available	data not available	data not available	data not available	data not available		

Waste estimates for all official locations of the 2014 FIFA World Cup (see above table)



*figures for individual materials not available

Notes

1. Non-recyclable waste from the FIFA World Cup stadiums and temporary structures is estimated based on data from seven of the 12 stadiums.
2. All waste figures from the International Broadcast Centre (IBC) exclude wood and metal waste from deconstruction.
3. Waste cooperatives and cleaning and waste companies provided data on the volume of waste produced in the FIFA Confederations Cup 2013 stadiums and temporary structures. The weight was calculated based on specific waste densities (0.10 kg/l for recyclable waste and 0.20kg/l for non-recyclable waste).
4. The LOC waste management team estimated the amount of waste disposed of (weight) in the LOC/FIFA offices based on the volume collected and specific waste densities (0.10 kg/l for recyclable waste and 0.20kg/l for non-recyclable waste).
5. The waste collectors' cooperative VERDECOP working at the FIFA World Cup Final Draw provided information on the amount of waste collected during the event.
6. For the FIFA Confederations Cup 2013 draw, the LOC waste management team estimated the amount of waste disposed of (weight) during the event based on the volume collected and specific waste (0.10 kg/l for recyclable waste and 0.20kg/l for non-recyclable waste).
7. The amount of hazardous waste produced in the stadiums, temporary structures and draws was minimal, meaning less than 120 litres per event day. No hazardous waste was produced in the LOC/FIFA offices.

REFERENCE FOR DOCUMENTS AND FIGURES

Preface

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