



DEUTSCHER
FUSSBALL-BUND



GERMANY
CANDIDATE FOR
UEFA EURO 2024

*UNITED BY
FOOTBALL.
IN THE HEART
OF EUROPE.*

SUSTAINABILITY
CONCEPT
UEFA EURO 2024
GERMANY

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DEAR READERS,

The DFB's field of vision extends well beyond the four corners of the pitch. We very much try and live the statement famously made by our Honorary President Egidius Braun, who said: "There's more to football than winning 1-0." Football creates spaces that nurture a sense of community, direct communication, real contacts, and friendships. In an individualistic society, it is football that stands for togetherness.

On 1 March 2017 I visited the UEFA Head Office in Nyon to submit the DFB's declaration of intent to host the European Championship tournament in Germany, having last organized it in 1988. Since that day, much has changed at the DFB, we have made great strides in developing the association's organization and readied it for a strong future on the basis of the latest compliance and good governance standards. Transparency and sustainability are not just buzzwords; they are practised on an everyday basis in all areas.

The structure of the bid to stage UEFA EURO 2024 has likewise been open and transparent from the outset. And it has developed a special momentum all of its own. Anyone who has of late visited the DFB Head Office will have noticed how the entire team has been spurred on by the prospect of a major tournament. This team spirit is truly motivating and firing everyone's imagination. In keeping with our motto "United by Football", all of the full-time and honorary staff members have together moved mountains to compile a transparent bid that meets the most rigorous of standards.

We have covered a lot of ground and have discussed plenty of issues in many rounds of consultation. We have reached out to a broad spectrum of stakeholders from different walks of life to listen to their ideas and expectations as regards successfully staging UEFA EURO 2024. We felt it important to include our regional and sub-regional associations in the process from the word 'go' to ensure that top-flight football returns to where it originally started: to the grassroots level, to the roughly 25,000 clubs in Germany. At the same time, we want UEFA EURO 2024 to not only be a festival of football, but also an unforgettable experience for everyone. Which is why I am especially delighted that we have been able to rely on our existing networks and actively engage many well-known and new actors in civil society in the process, advocates of human rights, environmental protection, and compliance. They are not only providing many ideas in the early stages but will, in the event of our bid being successful, be actively involved in realizing the various projects and programmes. I would like to take the opportunity to thank them most cordially.

The dialogue-based format we have chosen has generated many a new idea. A discussion on such a broad footing during the actual bidding process is completely new to German football. Just how beneficial this process has been in the very early stages of the bid is documented by the "Sustainability Concept" you are holding in your hands, which in addition to answering the questions put in the Bid Book also records the key findings and will serve as the list of values guiding all our activities going forward.

This process is by no means complete. It is still in its infancy and will be continued come what may. Interaction will also progress at the European level. We invite all of Europe's national associations to come to Germany to celebrate with us and to discuss how we can anchor football's values more strongly in our civil societies. Not just down the path to a sustainable UEFA EURO 2024 but also for the long-term future of football in Europe. We want UEFA EURO 2024 to be a real football festival where fans will celebrate and experience the great integrative force of football, here in the heart of Europe.

We look forward to welcoming you.

Reinhard Grindel
President of the German Football Association

DEAR READERS,

How can an event affect the future? How does a major event succeed in leaving its mark? What is needed for a European football championship to put things on the right track and ensure that the tournament is both exciting for the fans and beneficial for all the other people in our country?

Allow me to answer these questions first of all as a footballer who has appeared in three World Cups and three European Championships. Obviously, back then the main focus was always on the sporting challenges, our team, my teammates, our tactics, and the next match.

But beyond that, at every single tournament I've registered how the event and the venue fit together. The atmosphere of a tournament arises from the sum of countless impressions that you could dismiss as casual observations – but that's not what they are. What do the cities look like? How do the fans conduct themselves in the streets? People at airports or in hotels – do they have a smile on their lips? Are helpers and volunteers bursting with enthusiasm?

Although I was always part of a select group largely shielded from life's woes, I have absorbed these impressions carefully, allowing me to form my own opinion about whether the tournament is loved by the people whose country it hosts, or whether they just accept it with a shrug of the shoulders. Because people feel very clearly whether they are likely to enjoy and benefit from the holding of a tournament – and that's what big sports events are – or not.

I have experienced both: events that were supported by a true community, and those where it was different. I would like to do my part to make UEFA EURO 2024 a tournament hosted by a staunchly committed community whose sense of togetherness is by way of reciprocity reinforced by the tournament. This is the only way to create what I call sustainability.

The titles I have won with the German national team and FC Bayern Munich have always been triumphs of a community, the interaction of individual talent and organized cohesion. I've learned from this that as elite footballers we can only be effective if there is something that binds us together – an idea, a goal, a mission.

The positive impact of a jointly pursued effort is palpable in many areas of life far beyond the pitch. Whatever we do leaves its mark on social issues, politics, culture, the economy, and ecology. And positive things can only grow if we feel truly connected to an idea.

"Hosting Europe in Germany" can have this positive effect. In a day and age of insecurity and crumbling certainties, football creates an identity. The tournament in Germany invites many thousands of people to get involved – and thus to ensure unforgettable community experiences. We need these experiences, in Germany as well as in Europe.



So how can an event affect the future? Firstly, we are convinced that we have what it takes to invite people from all over Europe to Germany – a beautiful, stable and safe country – to celebrate a fantastic festival of football that does not end with the final whistle. Secondly, we have complemented our UEFA EURO 2024 bid with a Sustainability Concept that covers a number of important areas, such as fair play, health, diversity, and the environment. Powerful visions emerge from these focal points and will continue to be valid in Germany and beyond.

At this point, my personal priorities coincide one hundred percent with those of the DFB and the German national team. We want to leave a positive legacy behind when we play football together – be it at home or out in the world. For many years now, national team matches have been accompanied by activities promoted by the various foundations established by the DFL and the DFB, and the memories people have of big matches go hand in hand with concrete measures that make life easier and better for many people: school, educational, and social projects.

UEFA EURO 2024 offers a great opportunity to improve our country through the popularity of football. We can host a tournament in the heart of Europe that will not only be fun, but also have the kind of powerful impact that we urgently need in and for Europe.

This concept shows how it can work, and I wish you an enjoyable and informative read.

Philipp Lahm
Ambassador for the DFB's UEFA EURO 2024 bid, honorary national team captain and captain of the 2014 FIFA World Cup-winning team



CHAPTER 01 UNITED BY FOOTBALL – SUSTAINABILITY GOALS OF UEFA EURO 2024

“UNITED BY FOOTBALL. IN THE HEART OF EUROPE.” – the leit-motif chosen for the Deutscher Fußball-Bund bid to stage UEFA EURO 2024 is destined to become the benchmark for our work well beyond the four weeks in the summer of 2024. **We firmly intend for it emphatically to seize the hearts and minds of society in the run-up to the tournament, during and afterwards, both in Germany and in Europe.** We want UEFA EURO 2024 in Germany to unite people from all over Europe in a sustainable football festival. The fascination of football and its ability to bring people together will function to strengthen our collective European values and promote dialogue throughout the continent. Socially, this will impact both well beyond just Germany, but, given UEFA’s global significance, well beyond Europe, too.

Football brings people from all strata of society, all walks of life and all generations together; it fosters interaction between them. In this way, it offers an opportunity not only to convey to the world an image of Germany as a fair, open and enthusiastic host, but also to highlight the special status of sustainability and social responsibility in the world of organized football – in Germany and in all the other UEFA member associations. It strengthens the values underpinning European cohesion, such as integration, justice, solidarity and non-discrimination.

“UNITED BY FOOTBALL. IN THE HEART OF EUROPE.” – finding the grounds for common understanding, living solidarity, practising fair play and respect, this all lays the foundations for an enriching experience of human and cultural diversity. During the run-up to the tournament, sport in its own right will at the ten venues contribute to the vibrant development of the local communities. Football as an entity that helps shape and provides ideas for many social aspects will spur involvement not only in the sports clubs, but also in civil society as a whole. In the process, new opportunities for voluntary work will be created.

In order to realize this vision, transparency, open discussions, a strong base in grassroots football, close links to the relevant local authorities and management integrity are all musts. UEFA EURO 2024 will clearly assume responsibility not only for local impacts, but even for the impact in other countries, and will focus strongly on the benefits for the population and the sport as a whole. In this way, “UNITED BY FOOTBALL” will form a positive symbol and thus emphatically advance European football in all its many facets.

As early as the bid phase, **dialogue and participation were adopted as best practices for sustainable (football and urban) development.** Dialogue platforms both at the national level and in the Host Cities have for the first time brought the entire spectrum of stakeholders to the table to discuss issues relating to the event – an initiative that has already sparked important permanent processes. The German UEFA EURO 2024 bid is an offer to everyone to play an active part, to learn with and from one another, to jointly shape this European festival, and thus build new bridges between the UEFA member associations, the worlds of politics, business and sports, and in particular a wide range of civil society actors.



Young supporters on the Fan Mile: There’s a strong tradition of public viewing in Germany.

INSPIRING YOUNG PEOPLE AND FOSTERING FAN CULTURE

Thanks to shared emotions, experiences and memories, football creates a collective memory, forging accordingly strong bonds. In this way, it serves as the foundation for the peaceful co-existence of future generations in Europe. For this reason, young people, both boys and girls, will be closely involved in all phases of the tournament – indeed, young people will most certainly bring their imaginative ideas to bear at the national and local levels. Given the multinational roots of the kids and young people in the Host Cities, this will serve to strengthen football’s ability to drive social integration. **Young people from all over Europe will be invited to Germany in 2024** – to share the experience of the UEFA EURO 2024, but also to join in a discussion on the future of our sport and football’s social potential.

Football fans with their special fan culture set the tone for every match played in stadiums today. Their songs, cheering and choreography create a unique atmosphere with unforgettable moments for all and sundry, where each and every fan is united. **These fans live and breathe the game and form an anchor in the football community;** they will be especially welcome at UEFA EURO 2024 as ambassadors of their respective countries.

THE LIGHTHOUSE PROJECT: A SUSTAINABLE UEFA EURO 2024

Germany and the DFB provide optimal conditions for a comprehensively sustainable UEFA EURO 2024: The central location in Europe means the Host Cities can easily be reached using eco-friendly modes of transport, the well-established (sports) infrastructure requires little new investment – and spectator figures in the Bundesliga guarantee strong stadium capacity utilization after the tournament, too. Together with the Host Cities, in 2024 the DFB firmly intends to show convincingly that ecologically-sound action creates value added for football and society alike. During the 2006 FIFA World Cup and the FIFA Women's World Cup 2011 trailblazing efforts were already made in the field of eco-friendly mega sports events; **UEFA EURO 2024 now spells an ideal opportunity to set new benchmarks using pioneering technologies**, innovative concepts, and by campaigning for people to change behavioural patterns when it comes to mobility and resource consumption, for example.

The DFB, the Host Cities, and the stadium operators all want to make use of UEFA EURO 2024 across all phases of preparing, staging and following through on the tournament to showcase and advance their concepts for sustainability and to protect and respect human rights. For the tournament provides an ideal opportunity to put the concepts into practice and strengthen an awareness in the population of the need to take such a broad approach to social responsibility. Football with its unprecedented reach and appeal in all sections of the population is a perfect platform to this end.

The human rights strategy that builds on the UN Guiding Principles on Business and Human Rights and which the DFB is developing parallel to the bid in close cooperation with stakeholders and partners, in particular Deutsche Fußball Liga, forms a strong basis for the overall undertaking.

The guideline for all measures will be the standards adopted for protective rights and liberties including ensuring “decent work” – and, as is the case with environmental protection, these benchmarks will also be applied to the supply chain throughout. The focus for UEFA EURO 2024 will be on **active anti-discrimination work and promoting diversity**.

The ten selected Host Cities will offer all spectators a barrier-free match experience – from arrival and accommodation right through to the time spent in the stadium. They will function as role models for all sports venues in Germany and Europe. The infrastructure we will develop and roll out together with leading experts and organizations will not only have a temporary impact, but will create a permanent legacy of inclusiveness.

Participation shall define the bid from the very outset and at all stages along the way. **We will launch dialogue forums and international specialist conventions with the objective of together advancing and sharing knowledge.** The idea is for socio-political issues to benefit enduringly from the power of football.



Fans from all over the world will gather in the heart of Europe for an enjoyable festival of football.



At the same time, UEFA EURO 2024 will likewise **be a spur to pursuing a healthy lifestyle** – during the tournament, but also along the path toward it. Two dedicated campaigns (“**Fit for the EURO**” and “**Fit during the EURO**”) will provide useful tips on nutrition, alternative meals, and many ideas on how to keep yourself moving, encouraging activity among fans in the stadiums, spectators at the public viewing or at home, and in general for all football enthusiasts.

Compliance and good governance form an integral part of the German UEFA EURO 2024 candidacy. Transparency International Deutschland has monitored the transparent, objectified national tender for the Host Cities. All the processes involved in preparing and staging UEFA EURO 2024 will meet the highest of compliance standards; moreover, they will hinge on a highly responsible use of financial and non-financial resources. Only a profoundly ethical stance and sound economics will secure the credibility of the tournament and thus ensure a successful UEFA EURO 2024 is staged.

In addition, the trusting collaboration between the DFB and all political levels, from the ten Host Cities through to the Federal government, guarantees certainty in the planning and **efficient processes**.

STIMULATING FOOTBALL'S LONG-TERM DEVELOPMENT

Our goal is for UEFA EURO 2024 to drive the development of football: in sporting and socio-political terms both in Germany and in other countries. The high attention levels in the run-up to the tournament offer an opportunity to encourage new target groups to play the sport actively and/or assume functions in the world of football. The stronger inclusion of girls and women as well as the focus on amateur football will support the clubs and regional associations in their crucial efforts on behalf of the game.

The DFB's “Strategy for the Future: Amateur Football”, which has been successfully pursued for years, will serve as the guideline here. UEFA EURO 2024 will be used as a showcase for strengthening football's foundations. In this way, the **social potential of football will be tapped in a very focussed manner**.

Diversity, the environment, fair play, and respect are the key ideas driving the campaigns and activities at the grassroots level. The “**Welcome Diver-City**” initiative will advance measures to enhance diversity in football, e.g., by integrating players with a migrant background. **Information offerings on the topic of environmental protection, so crucial for the future**, will promote for example the eco-friendly modernization of club houses and sports facilities. Fairness both on and off the pitch will be advocated in a campaign to train girls and boys to be **Fair Play Monitors**: They will seek to spot and foster fair behaviour, including in the context of UEFA EURO 2024.

INTERNATIONAL COOPERATION

All these ideas are meant to not just serve football in Germany. The DFB and the ten Host Cities wish to share their experiences internationally, e.g., with UEFA's member associations and twinned cities, and together kick off joint projects that contribute to the strong future of football in Germany and Europe.

An open and constructive dialogue with young people and among all football enthusiasts will form a core element along the path to UEFA EURO 2024. During the tournament, there will be a massive **UEFA EURO 2024 Youth Camp** with kick-off events taking place in Germany and at other UEFA member associations one year earlier.

The focus on sustainability will support **the United Nation's Sustainable Development Goals (SDG)** and it will demonstrate the role autonomous football organizations and the **responsible staging of mega sports events** can play in sustainable development in Germany, Europe and beyond.

With its UEFA EURO 2024 Sustainability Concept, the DFB seeks to live up to its **responsibility for football and society**. The tournament offers Europe's football family an opportunity to make a key contribution to achieving the UN's Sustainable Development Goals through countless measures, in particular in the fields of diversity, the environment, fair play/human rights and health. The DFB aspires to host a European Championship in 2024 that has a sustainable impact well after the final whistle has been blown. From the heart of Europe, for the people of Europe.



CHAPTER 02

DEVELOPING A SUSTAINABILITY CONCEPT – STANDARDS AND STAKEHOLDER DIALOGUE

From the moment the Deutscher Fußball-Bund Presidential Board decided to bid for UEFA EURO 2024 its members agreed that the candidacy would hinge on a transparent, open and readily comprehensible process that includes all the potential stakeholders. The UEFA EURO 2024 Sustainability Concept presented here is destined to underscore this intention. The DFB considers its bid to stage UEFA EURO 2024 to be a unique opportunity to set new socio-political standards and help address the key issues of tomorrow. Football has the potential to help shape society and it is an opportunity gladly seized by the DFB's bid. **The DFB candidacy and above all the UEFA EURO 2024 Sustainability Concept have been devised with the support and active involvement of many stakeholders.** From the outset, the declared goal has been to outline and discuss the wishes and expectations connected with hosting the European Championships in Germany with a broad swath of actors from the world of football and society as a whole. As it is our objective to stage UEFA EURO 2024 as a festival that unites everyone.

The UEFA's requirements motivated us to initiate this strategy of broad inclusiveness. It became abundantly apparent from the very start of preparing the bid documents that there is a great deal of enthusiasm in Germany to host the Championships and immense interest in participating in the bid, with numerous actors from the worlds of civil society, politics, business and culture all wanting to play an active part in shaping the bid. The ideas evolved were so comprehensive that given such enthusiasm among the participants the plan was made to advance all these concrete proposals and flesh them out as a distinct UEFA EURO 2024 Sustainability Concept in its own right. This concept outlines that path along which we have embarked with all the many participants and reflects the range of topics and ideas that we intend to realize with and thanks to hosting UEFA EURO 2024. **The UEFA EURO 2024 Sustainability Concept serves as a compass and guideline for our actions, our everyday efforts along the way to UEFA EURO 2024,** which we want to be not only a marvellous festival of football but also to make an invaluable contribution to sustainable development and to the strong future of football in Europe.

A BROAD PROCESS OF PARTICIPATION – STARTED AND ONGOING

The DFB's participation concept for UEFA EURO 2024 has from the outset been a multi-tiered matter. Starting with the bid phase, it will be consistently pursued after the tournament is awarded to Germany. This participation concept factors in the various actors from the worlds of politics, business and civil society (see the chart below), who as interested parties are of significance for the success of UEFA EURO 2024. Several rounds of events took place to involve representatives of all the stakeholder groups in society of relevance to us. Key was to involve the leading members of the DFB full-time and voluntary staff. They were regularly informed about the status of the stakeholder discussions, DFB President Reinhard Grindel and DFB General Secretary Dr. Friedrich Curtius themselves took part in many dialogue formats. The goal of the participatory rounds to date have been to poll stakeholders' expectations of UEFA EURO 2024 and together advance the existing and proven formats. The focus was also on developing new ideas for measures to be realized to facilitate a sustainable UEFA EURO 2024. The participatory process can roughly be divided into processes involving internal and external stakeholders.

- We view as **internal stakeholders** all members of the "DFB football family" in the narrower sense, meaning full-time or voluntary staff in the regional and sub-regional associations, DFL Deutsche Fußball Liga and the experts in the DFB bodies such as the DFB Commission for Social Responsibility.
- We understand **external stakeholders** to include, among others, NGOs from the fields of environment, human rights, anti-corruption, trade union and social welfare, other sports associations, media representatives, partners and sponsors as well as representatives of political institutions.

The participation concept envisages gradually including further groups of actors down the path to staging UEFA EURO 2024. The plan is to involve all the actors who play a strong part in the successful realization of the championships, including suppliers, the labour force and other contractual partners. At the same time, we want to establish stronger direct contact with various specialist groups and spectators as well as volunteers. The existing interaction with the actors hitherto involved will be continued and opened up to include other countries. **It is our express wish to involve other national associations and together with them explore the opportunities for and challenges to a sustainable UEFA EURO 2024 and the strong future organization of European football.**

STANDARDS, GUIDELINES, REQUIREMENTS DIRECTING OUR ACTIONS

Alongside the expectations and ideas formulated during the participatory processes, we have also assessed the key requirements of the UN, the EU and the German Federal government to establish whether obligations and recommended actions can be derived from them as regards planning and staging UEFA EURO 2024. We have identified the following standards and regulations as being especially important to inform actions along our path to a sustainable UEFA EURO 2024:

- The starting point is the Universal Declaration of Human Rights and the two international treaties: the International Covenant on Civil and Political Rights and the Covenant on Economic, Social and Cultural Rights.

UN Guiding Principles on Business and Human Rights: The goal of this international agreement is to eliminate and prevent human rights violations in economic structures, equal rights for men and women; the right to just and favourable working conditions; the right to appropriate wages; protection against the economic and social exploitation of children and young people. As regards hosting UEFA EURO 2024, we derive from these principles a special responsibility with a view to global supply chains and that we must by means of compliance rules make certain that our actions in the run-up and during the tournament must not cause either suffering or injustice in other parts of the world.

UN Convention on the Rights of Persons with Disabilities champions the living situation of persons with disabilities and supports their rights to self-determination, freedom from discrimination and equal participation in society. Germany ratified the convention in 2008 and is consistently applying it. A perfect example of this: the conversion of the public transportation system to barrier-free access throughout, a project scheduled to be largely completed by 2022. We derive from it that in the field of football the stadiums and fan festivals must also set very high standards for a barrier-free football experience.

- **United Nations Framework Convention on Climate Change: Paris Agreement.** Germany is considered the world over as a pioneer in climate protection and has committed to the Paris Agreement. We therefore feel it only obvious that UEFA EURO 2024 also make a contribution to achieving the climate protection goals and takes suitable measures to keep the tournament's climate impact to a minimum. It is our objective after being awarded UEFA EURO 2024 to develop ambitious climate protection targets and to introduce them as binding for all further activities. The emphasis here will be on joining with the other actors such as the stadium operators, representatives of the Host Cities and other partners to define climate protection goals and solve any open methodological issues.
- **UN 2030 Agenda for Sustainable Development:** The 2030 Agenda for sustainable development expresses the international community's conviction that the global challenges can only be overcome together. The agenda lays the foundations for ensuring global economic progress is in harmony with social justice and heeds Earth's ecological limits. The core of the Agenda: an ambitious list of 17 "Sustainable Development Goals" (SDGs). The 17 SDGs for the first time equally consider all three dimensions to sustainability: social equality, the environment, and the economy. The Agenda 2030 and the SDGs set an important framework for all our actions and give us criteria for judging how they are realized. We are fully aware that football and UEFA EURO 2024 do not impact on all SDGs in equal fashion. However, **we consider the SDGs a key guideline that helps us develop an awareness for the diverse themes and relevance of our activities.** In line with the idea of "think global, act local", our goals, measures and lighthouse projects will firmly support the UN's SDGs.



Joint discussions: The Annual Social Responsibility Conference brings together stakeholders from all walks of life.

STAKEHOLDER DIALOGUE ON THE ROAD TO A SUSTAINABLE UEFA EURO 2024

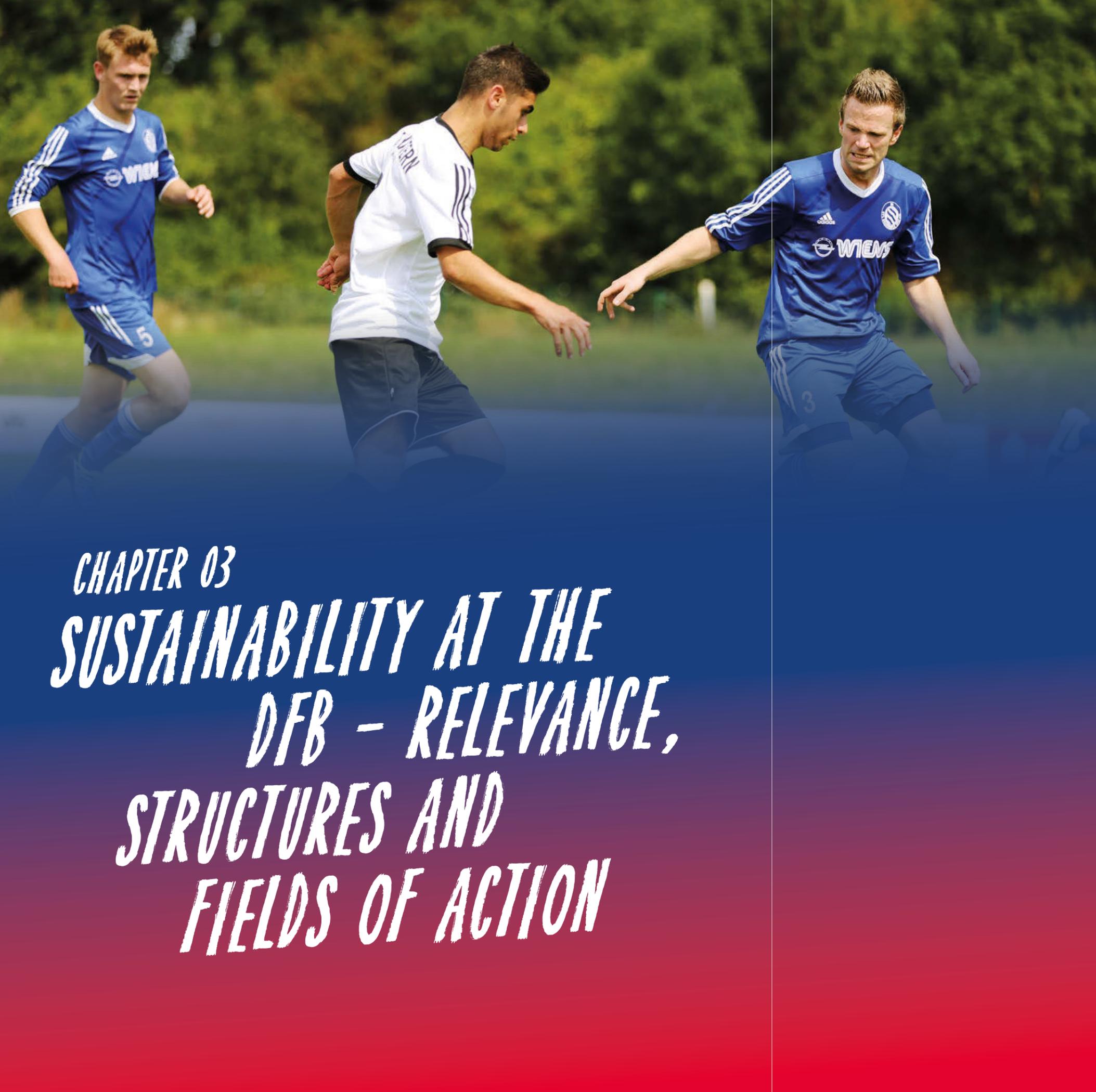


STANDARDS GUIDING OUR ACTIVITIES AND THE RULES GOVERNING SPORT

In addition to the political standards and regulations, there are also policy documents from the world of sport that we will take as the guideline for our activities:

- The **DFB Statutes** outline the Deutscher Fußball-Bund's general goals and tasks. They also emphasize the socio-political responsibility and focus on protecting nature and the environment.
- The **DFB Sustainability Mission**, developed in recent years by the DFB's various commissions and working groups. Special attention was paid to football's potential to foster a sense of community. The internal discussions highlighted that a strong football community has the power to champion a society that prioritizes human and social values.
- The **DFB Ethics Code** was resolved at the last DFB Ordinary General National Convention in 2016. It unites all values and aspects that inform the DFB's daily work. The DFB always endeavours to ensure that the principles driving its activities are quality, objectivity, honesty, fairness and integrity. The compliance management system is at the core of implementing these principles in the DFB's daily operations.

- In the recently revised and expanded **UEFA social responsibility strategy** the organization defines the topics to be covered by its portfolio for social responsibility through football. These topics are also reflected in the Sector Requirements that form a key point of orientation for the bidders to stage UEFA EURO 2024.
- In its **human rights policy** released in 2017 **FIFA** undertakes to upholding the human rights in line with the UN Global Compact, and the UN Guiding Principles on Business and Human Rights and we take our cue from that policy in our activities, amongst other things by reiterating our commitment (see Bid Book Sector 03) in the course of staging UEFA EURO 2024 likewise not to engage in any activities that impact negatively on human rights.



CHAPTER 03 SUSTAINABILITY AT THE DFB – RELEVANCE, STRUCTURES AND FIELDS OF ACTION

DEDICATED TO THE SUSTAINABLE DEVELOPMENT OF FOOTBALL

Championing values and assuming social responsibility have for decades been amongst the DFB's core principles, with the first related measures dating back to the 1950s. Since then, the DFB's socio-political role has steadily changed, progressed and become ever more important – in line with our understanding of social responsibility in football.

Sustainability and social responsibility in football must not be reduced to social commitment. Rather, the DFB fulfils its social responsibility by effective action in two key areas:

- a) Seeking to create amateur and grassroots football offerings nationwide for all population groups through the 25,000 or so football clubs;
- b) Activating the social potentials of the game of football through these comprehensive nationwide football offerings.

Promoting the game at the grassroots does not only form the basis for top-flight football, it also sets standards for the appropriate football offerings that, for their part, ensure minimum standards that support training, promote health, and prohibit doping. On the basis of these football offerings, football's manifold social potentials, such as training people to champion fair play and focus clearly on values, can be activated and exploited.

Ever since the DFB Federal Convention 2010 this objective has been firmly enshrined in para. 4 of the DFB Statutes. According to them, the **object and task of the DFB is to guarantee the sustainable organization of all dimensions of the match operations in the above two task areas**. Sustainable action is thus a statutory task for all DFB parties.

All the honorary and full-time staff working at the DFB and in the state associations grasp UEFA EURO 2024 as a great opportunity for the sustainable development of football in Europe and well beyond. They will all place UEFA EURO 2024 firmly at the centre of their activities and in this way ensure that the tournament has a maximum effect in this regard.

This chapter presents the work of the CSR unit, which acts as a cross-cutting function and reports to the Presidential Board, and the various committees with their highly expert members. They support and advise the DFB on the sustainable development of football in Germany.

THE DFB'S UNDERSTANDING OF SUSTAINABILITY

With publication of our second Sustainability Report to coincide with the DFB Federal Convention in 2016 the DFB gave a greater edge to its above-mentioned understanding of sustainability. The focus was on securing and developing the game of football with its strong community-building properties through matches and the resulting potentials for society as a whole:

- **Football creates diverse spaces for community. It is our responsibility to protect these spaces.**
- **We are securing the future of football at the grassroots level and at the very top of the game.**
- **A strong football community has a prime opportunity to champion a human society where life is worth living.**
- **For the DFB, this is both an opportunity and a commitment.**

It is clear from this mission that the DFB considers it its core task to create football offerings nationwide and at all levels for all age groups and both genders. For grassroots football forms the indispensable basis for top-flight football. Only on such a strong bed-rock can football really tap its social potentials. This is achieved in the interest of the advancement of football, and wherever possible to support other social institutions and tasks as well.

Football creates spaces for community

Football in the 25,000 or so amateur and pro clubs in Germany creates spaces for community. This is its outstanding contribution to society. Wherever people come together to play football or to watch it, both before, during and after matches, precisely that sense of community arises which makes the sport so special: be it on a local playing field or on a club pitch, en route to watch a Bundesliga game or in the stands with the fans – not to mention every two years in the summer when everybody joins together to cheer on their teams at the European Championships or World Cup. Preserving these spaces for community is a central task and responsibility for both the DFB and its member associations.

Football helps shape society

An intact community of grassroots and elite football is what makes football strong. The great reach and diverse structures of organized football give the DFB quite special opportunities to champion a human society in which all can enjoy living. Be it clear and highly visible as with the UEFA's TV clip combatting racism or with the players in the German national team advocating diversity; be it quietly and outside the limelight in the form of donations for footballers in distress. In our view, organized football and in particular top-flight football must act as a role model for numerous socio-political issues. The DFB has for years made use specifically of this potential to live shared values such as Team Spirit, Fair Play, Diversity and Solidarity.

Social commitment as an opportunity and a commitment

For the DFB, social commitment is an opportunity and obligation. It is an opportunity because with its active promotion it steadies and fosters football's development. And it is considered an obligation because the DFB as the biggest not-for-profit organization has the responsibility to use and preserve football's immense potential for society.

FOCAL THEMES IN SOCIAL RESPONSIBILITY

In Germany, football reaches millions of people. The focus of all efforts is on how football creates spaces of community and how these can be preserved and nurtured. This sense of community, which can in fact arise at very many places from the local division games to public viewing events in the Fan Zones, engenders many potential ways for positively helping shape the face of society.

The Strategy for the Future of Amateur Football – a key basis for top-flight football, too

The DFB makes crucial social contributions to preserving and protecting the diverse spaces of the (football) community both at the elite and at the grassroots level. Key elements here are developing professional and amateur football, promoting new talent and the framework conditions needed to maintain matches. The core component of this is nationwide football offerings for all age groups. This is made possible through the agency of the 25,000 or so football clubs in Germany who are supported and promoted in many ways by the DFB, its regional associations and football circles. The backbone of this: the Strategy for the Future of Amateur Football resolved in 2013, with which the DFB discharges its central duty of maintaining and strengthening the nationwide network of grassroots football clubs with affordable football offerings. Activities range from strengthening the organization of matches, developing an effective club service through to expanding internal and external communications. Together with the regional and sub-regional associations, the DFB thus devised measures that are now being implemented at the association, district and club level as part of a national masterplan for all clubs. Many still do not recognize the clear positive effect playing football regularly has on health throughout a person's life.

STRENGTHENING GRASSROOTS FOOTBALL

The DFB also actively integrates this key aspect of grassroots football into the Strategy for the Future of Amateur Football. The relaunch of the www.fussball.de website (it has attracted millions of hits) as the central platform for amateur football is just one of many other milestones. This exemplary structure, and it is quite unique in Europe, will not only be maintained with a view to UEFA EURO 2024 but expanded further in the form of the active support and incorporation of countless UEFA initiatives (e.g., the Grassroots Charta, GROW) – in this way contributing as a best practice to the effective development of grassroots football in Europe.

(Socio-political) focal points for action by and in the heart of society

Just what football clubs in Germany can achieve by organizing and ensuring football offerings are available can be seen from the current refugee situation: Thousands of clubs have made it possible for refugees to play football and helped them integrate. Organized football has thus once again impressively demonstrated that with its great reach and diverse structures it has quite unique channels for championing a society with a strong human face worth living in. Be it by the TV clip where the German national team advocates Diversity, by promoting Fair Play in top-

flight and grassroots football, by honouring the volunteers who ensure football clubs keep running at the grassroots level and with silent donations for distressed footballers. Organized football acts as a role model as regards many socio-political issues and is therefore active in a whole raft of topics. There is not sufficient space here to provide a comprehensive description of all the topics. For the details on all the fields of action please consult our Sustainability Report 2016.

United by Football: The team of refugees at ESV Neuaubing plays in Munich's District League.



SOCIAL RESPONSIBILITY IN THE DFB HEADQUARTERS

In recent years, structures have been put in place within which the federation’s countless social and socio-political activities and interests have been coordinated in very many ways – resting on a bedrock of football offerings and going well beyond organizing and securing the football offerings (The Strategy for the Future of Amateur Football). In the final instance, each Directorate and each section has to contribute to the sustainable development of organized football in Germany.

Social Responsibility in the DFB Presidential Board and the DFB Management Board

Within the DFB Presidential Board our honorary Vice President for Social Policy Eugen Gehlenborg and the relevant member of the full-time staff, Managing Director Ralf Köttker are responsible for this area. All the key issues addressed by the DFB CSR Department are regularly discussed by the DFB’s main committees and if needed new issues raised. DFB President Reinhard Grindel receives personal reports on current developments in the field of social responsibility.

DFB Commission for Social Responsibility

The DFB’s effort in this field hinges to a large degree on the efforts by the Commission for Social Responsibility chaired by Björn Fecker, President of Bremen Football Association. It is the central discussion platform and devises recommendations for the federation. Representatives of the regional and sub-regional associations, experts from the worlds of sports, politics, and civil society, as well as honorary members of DFB and members of the full-time staff also sit on the commission, which convenes once a quarter.

CSR Department

Headed by Stefanie Schulte, the main CSR Department at the DFB now has nine members of staff and a cross-divisional function interfacing all the DFB units. In close consultation with the commission, the respective specialists analyse the key topics and the foundations for them, submit resolutions to the Presidential Board for discussion, and realize measures on the ground.

DFB Working Groups and Project Groups

Alongside the Commission for Social Responsibility, the DFB has set up various working groups to dedicate their specialist expertise to the issues concerned. At present there are three permanent working groups (Diversity, Fair Play and Preventing Violence, Environment). Then there are temporary project groups (e.g. Human Rights). Together with decision-makers from politics and academia as well as representatives of the regional associations and the DFB foundations, the DFB staff members then discuss current issues and propose solutions, concepts and measures for the state associations and clubs to implement.

DFB Officer and Ambassadors for Social Responsibility

For many years now former members of the men’s and women’s national teams support the DFB’s social commitment by acting as its ambassadors. They provide superb back-up in conveying the ideas of our social responsibility at internal and external events. They credibly embody the DFB’s values and messages via our regional associations at the grassroots level – and thus in the 25,000 or so clubs, and by extension into the heart of society.

Annual Social Responsibility Conference

Ever since 2015 the CSR Department has each year hosted the annual conference, where members of the full-time and honorary staff of the 21 regional associations, DFB partners and other stakeholders sit down at the table with the DFB representatives and our social responsibility ambassadors as well as representatives of the foundations (DFB-Stiftung Egidius Braun, DFB-Stiftung Sepp Herberger and DFB-Kulturstiftung). Another noteworthy aspect: the event is also open to persons and organizations from outside the ambit of football (e.g., NGOs, social action groups, academics, etc.) and integrates their views and expectations. The 2017 Annual Conference focused firmly on the UEFA EURO 2024 bid. Various break-out groups developed and fleshed out lighthouse projects.

SUSTAINABILITY REPORTING

Various channels are used to communicate efforts, achievements and successes in the various fields of sustainability. Since 2010 every three years a comprehensive Sustainability Report is compiled in line with the Global Reporting Initiative (GRI) standards, reviewed by external auditors, and then published. The Sustainability Report informs the various stakeholders prior to the Ordinary DFB Federal Convention that year in a transparent and compact manner on its activities in the field of sustainability.

Then there are regular information, posted on the DFB Websites or published in various brochures on specific topics, such as how to deal with homophobia, integrating refugees into amateur football or the protection of children in club life.



In 2016, the DFB published a comprehensive Sustainability Report for the second time.



Philipp Lahm, DFB Ambassador for the UEFA EURO 2024 bid

“I AM SURE THAT UEFA EURO 2024 CAN BE AN EVENT THAT FIRES THE IMAGINATION AND UNITES PEOPLE IN GERMANY AND EUROPE.”

Our sport can achieve an awful lot in reducing prejudices. We want by means of football to build social bridges. We campaign for respect and diversity.

Thomas Hitzlsperger, DFB Ambassador for Diversity



Football drives integration. Football has long since been a very open sport.

Cacau, DFB Integration Officer



Celia Šašić, DFB Integration Ambassador

“I ALWAYS CONSIDER IT AN ADVANTAGE IF PEOPLE FROM DIFFERENT CULTURES INTERACT. EVERYONE INVOLVED THEN BENEFITS. THIS DIVERSITY IS REALLY EXCITING.”



Football unites people, precisely if it is as popular as it is in Germany. Society here is very multicultural.

Fatmire Alushi, DFB Integration Ambassador



Football unites people. Different people, of different colours and different classes of society. That is the power of football. And it is the opportunity it offers.

Jimmy Hartwig, DFB Integration Ambassador

CHAPTER 04 SUSTAINABILITY AT UEFA EURO 2024 – PROCESSES, STRUCTURES, DIALOGUE AND REPORTING

STARTING THE SUSTAINABILITY JOURNEY TO 2024

The DFB has closely tied its **understanding of sustainability for UEFA EURO 2024** to the overarching tournament motto: **“UNITED BY FOOTBALL. IN THE HEART OF EUROPE.”**

The tournament seeks to contribute to overcoming borders and boundaries and to creating a sense of lived community. The plan is for UEFA EURO 2024 to likewise function as a **lighthouse for sustainable development** – specifically in all social fields, but also in terms of all the ecological and human-rights aspects to staging the tournament.

In planning and staging UEFA EURO 2024, the DFB seeks to apply the highest social, ecological, ethical and human rights standards, in keeping with international treaties and declarations of intent as agreed by the international community and go well beyond (see Chapter 2).

The DFB aspires to do justice to its responsibility for football and society and make a contribution towards **achieving the UN’s Sustainable Development Goals (SDGs)**.

In particular, the DFB is applying sustainable solutions in the vast array of measures associated with UEFA EURO 2024, among other things in the form of innovative concepts for intelligent and barrier-free mobility, as regards issues of efficient energy usage, and in providing offerings to encourage people to live healthy lives. It is also promoting initiatives for active anti-discrimination work and support for diversity through to managing social and environmental risks across the entire procurement and supply chain. In Chapter 5 of the UEFA EURO 2024 Sustainability Concept, the individual activities planned are outlined in detail.

Suitable structures and processes are required to realize these goals and implement the measures. In the following, we outline how they could be anchored in the future structure of the UEFA EURO 2024 Organizing Committee. This is a recommendation based on both international standards and our own experience in sustainability efforts. The structures will be fleshed out and the relevant bodies staffed in close consultation with UEFA.

SUSTAINABILITY MANAGEMENT – PROCESSES

From politics and business to civil society, stakeholder groups’ expectations with regard to hosting mega sports events have steadily risen over the last few years. Therefore it is key to put in place robust processes and project structures. With a **broad-based participation process the first steps to introduce the international standards for sustainable event management (ISO 20121) have been taken. The process will be advanced further and also opened out to other European national associations.**

The Deutscher Fußball-Bund is relying here on established structures within which all issues of social responsibility in football are addressed (see Chapter 3) and it is also putting in place project-based positions, structures and processes. In order to successfully implement the UEFA EURO 2024 sustainability objectives, for UEFA EURO 2024 **adequat Human Resources and responsibilities** will be created.

A system is being created to ensure consistent improvement of measures by guaranteeing internal performance management of the UEFA EURO 2024 Sustainability Concept (as per ISO 20121). To this end, general and overarching **Sustainability Indicators** will be introduced for UEFA EURO 2024 (following the stipulations of the Global Reporting Initiative (GRI) Sector Supplement “Event Organizer”) and for all issues outlined in Sector 3 of the Bid Book, not to mention a sustainability performance dashboard for all lighthouse projects. Sustainability management will be handled by the **Sustainability Department** to be set up for UEFA EURO 2024.

The UEFA EURO 2024 Steering Committee will hold **regular evaluations and discussions** of the results. Sustainability management will follow the principles of a “continuous improvement process”. For example, non-compliance with / departure from agreed targets will trigger correction mechanisms. A regular (annual) statement on how the respective objectives have been reached will be communicated in the sustainability reporting.

SUSTAINABLE DEVELOPMENT GOALS



SUSTAINABILITY MANAGEMENT STRUCTURES

When designing clear and obligatory management structures, the DFB will benefit from best practices and meet international standards such as the ISO 20121 Sustainable events. Application of the management structures outlined in the standard forms the basis of the UEFA EURO 2024 sustainability effort.

Boards dedicated to sustainability themes will be set up as part of the UEFA EURO 2024 Organizing Committee with a view to staging the tournament and will be based on the existing structures in place at the DFB Head Office and among its senior pro bono staff members.

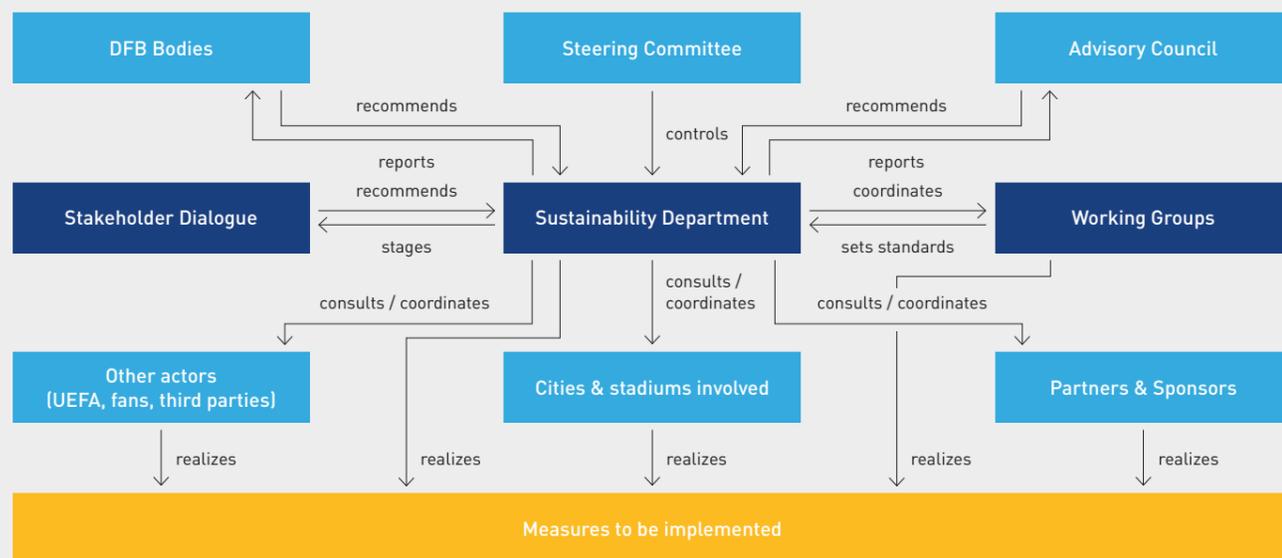
For the DFB it is from the outset important to **define clear responsibilities and competences** so that adequate solutions can be found to all the key socio-political issues associated with hosting the tournament.

UEFA EURO 2024 Sustainability Department

- A central role will be played by the Sustainability Department within the UEFA EURO 2024 Organizing Committee. The department will be staffed by highly qualified full-timers with experience in sustainability issues and event management. In the peak, it will have a staff of as many as four persons.
- The Sustainability Department will be responsible for the operative **management and coordination of sustainability activities** in collaboration with UEFA.

- The Sustainability Department will ensure there is close consultation and coordination with other departments in the UEFA EURO 2024 Organizing Committee.
- It will compile and implement the **Guidelines for Sustainable Development** at UEFA EURO 2024 and coordinate realization of the measures in the fields of Diversity and Fair Play, the Environment and Health as well as Human Rights in the various levels at which the tournament impacts.
- Other tasks will include **documentation and communication, development of the training programmes** to transfer specialist knowledge in the fields of sustainability and event management to the Organizing Committee staff and the representatives of the Host Cities.
- **Regular analyses of materiality** in the sense of identifying and evaluating the relevant sustainability fields of action and operating a suitable opportunities/risks management system including **defining sustainability performance indicators** for all measures during UEFA EURO 2024 and focal topics as per the GRI standard will also be conducted by the Sustainability Department.

TENTATIVE ORGANIZING STRUCTURE



STAKEHOLDER DIALOGUE AT THE NATIONAL AND INTERNATIONAL LEVEL

The **stakeholder dialogue in the run-up to the tournament helps continue the participation process already initiated when tabling the bid** and serves to keep all the bodies and stakeholders up to date and connected with one another. The Advisory Council functions here as the central dialogue forum, given that representatives of important social organizations are sitting on it. Moreover, there are also forums inside and outside Germany, in particular with the focus on young people at a UEFA EURO 2024 Youth Congress, that is destined to foster interaction on sustainability issues.

UEFA EURO 2024 Dialogue and Interactive Forums – Youth Congress

The plan is to hold various dialogue forums on all the relevant socio-political issues. Essentially, these events will be open to all stakeholder groups, whereby the emphasis will be on young people. For example, in the run-up to the tournament we will hold a **Youth Congress with young people from all the UEFA member associations**, where current sustainability issues such as promoting voluntary involvement or eco-friendly behaviour in everyday life can be openly discussed and possible solutions found.

Dialogue for national football associations in Europe

If Germany is awarded UEFA EURO 2024 the participation process will be continued and in particular opened out to include the national football associations in Europe. There will then be a joint discussion on **what Football Europe can contribute to sustainable development** and what joint steps should be taken prior to UEFA EURO 2024 and beyond.

SUSTAINABILITY REPORTING

Good sustainability management also hinges on good sustainability reporting.

On the basis of the established sustainability reporting, the DFB will publish and **provide annual updates on sustainability activities** for UEFA EURO 2024.

Here, the DFB will as hitherto take its cue from the recognized **Global Reporting Initiative (GRI) standards including the Sector Supplement** for mega sports events.

An **external audit** of the qualitative and quantitative data is planned.

UEFA EURO 2024 Steering Committee

- The Steering Committee will be chaired by the DFB President and includes representatives of the DFB, the Host Cities and UEFA.
- The central Steering Committee supervises the activities of the Sustainability Department.
- The Steering Committee resolves **all issues on the strategic approach of sustainability activities relating to UEFA EURO 2024** and is the central decision-making body for sustainability issues.

UEFA EURO 2024 Working Groups

Separate working groups will be set up to optimally coordinate collaboration on central issues and with external actors. These working groups focus on all central issues, such as Human Rights, Procurement, Sustainability of stadiums and Host Cities.

UEFA EURO 2024 Advisory Council

- The Advisory Council shall consist of **independent representatives of internal and external stakeholder groups**, including partners and sponsors, fan representatives, experts from the worlds of science, football, civil society and politics.
- The main task of the Advisory Council: to advise the Steering Committee and the Sustainability Department for UEFA EURO 2024 on **how best to consider ecological, social and above all human rights issues**.
- The Advisory Council has the function of providing ideas for the tournament's sustainability bodies and critical support for the Sustainability Department's activities, and to table recommendations for steps to be taken.
- It is also a crucial **sounding board for the discussion of critical aspects and issues**, in particular in the event of conflicts in weighing up the various sustainability aspects.



CHAPTER 05 SUSTAINABILITY AT UEFA EURO 2024 – PRESENTATION OF ALL FIELDS OF ACTION AND MEASURES

Chapter 5 forms the very centrepiece of the UEFA EURO 2024 Sustainability Concept. The following pages present the diverse measures to be implemented as devised with the strong support of a broad variety of stakeholder groups from the worlds of football, sports, media, civil society, business and politics.

UNITED BY FOOTBALL. IN THE HEART OF EUROPE.

All the measures are informed by the idea that with UEFA EURO 2024 we want to get people moving. We want to create opportunities for interaction and for learning from one another – in the Host Cities, among the fans, in clubs, between the UEFA member associations, between the citizens of Europe. And everything concentrates on young people. UEFA EURO 2024 is destined to give them the chance to discuss the future shape of Europe and football's potentials together. The planned **European Youth Congress in 2024** is just one of the numerous planned measures.

We are all united by the central values of UEFA – Respect, Diversity, Tolerance and Solidarity. We affirm this with the development of a **Human Rights Policy** for the DFB and specifically for UEFA EURO 2024.

We want to use UEFA EURO 2024 to celebrate the diversity of our cultures and also to discuss the challenges of how to live diversity. The context will among other things be the developed idea of the **"Diver-City"**. And we also wish to be united in the stadiums. UEFA EURO 2024 will be the starting point for a paradigm shift in how people with disabilities are treated. **Out of secluded sections into an inclusive stadium experience** – that is the goal.

A central future topic of UEFA EURO 2024 will be environmental and climate protection. We are all united in the question of how we can manage to leave future generations an intact environment. We want to show that the **eco-friendly staging of mega sports events** is possible and to use the media impact of this tournament to **broadly sensitize the population**.

The increasing digitization of our lifeworld will also influence UEFA EURO 2024. With the establishment of a **EURO Future Lab** future technologies will be discussed and tested at an early date with a view to their significance for football and the tournament. For who today knows what urban mobility, fan communication or mobile spectator guidance will look like in 2024.

For more on this and many other ideas, please enjoy reading the following pages.

FURTHER INFORMATION ON THE FIELDS OF ACTION AND MEASURES PLANNED

- The measures derive from the UN's Agenda 2030. The **17 UN Sustainable Development Goals (SDG)** form the international framework for the DFB's UEFA EURO 2024 Sustainability Concept.
- The measures presented go far beyond the questions UEFA asks in the Sector Requirements of the Bid Dossier. They focus rather on the development of football in its entirety, albeit from the angle of UEFA EURO 2024. For this reason, there is some overlap with the Bid Book.
- All the measures address aspects of sustainability from the three established dimensions to sustainability. They are ambitious and in an ideal case should be realized together with expert partner organizations. The measures are intended to trigger innovation processes in organized football and beyond.
- Each field of action is outlined in the same way: First, the goals for UEFA EURO 2024 are presented. Secondly, the activities the DFB has already implemented are shown. Finally, the new lighthouse projects for UEFA EURO 2024 are introduced.
- The measures presented are at very different stages of evolution in terms of depth and can be grasped as an initial collection of ideas. After conclusion of the bid process, all other issues in realizing them will be discussed with UEFA and all the relevant actors – and firm plans of action then finalized together.
- The dialogue that has been initiated with the many internal and external stakeholders will not end with submission of the bid documents, but will be continued independent of whether Germany gets awarded UEFA EURO 2024. All the national stakeholders of relevance for football are already invited to the next dialogue forum on 29 November 2018. We do hope that it will be the first dialogue format en route to UEFA EURO 2024 in Germany.

8 AREAS OF ACTION, 24 LIGHTHOUSE PROJECTS AND COUNTLESS PROJECT IDEAS

OUR VISION FOR
A SUSTAINABLE
UEFA EURO 2024

YOUTH



UEFA EURO 2024 Youth Congress
Interaction forum for young people from all UEFA member associations in the run-up to the tournament

Youth participation concept – Giving young people a voice
Promoting an equal voice for young people to ensure the future face of football

EURO-Mobile on tour
Knowledge transfer on how amateur football functions and its great potentials

Team 2024 – Schools & Clubs kick-off together
School as a platform for active participation and voluntary commitment in sport

FANS



A fan-friendly stadium experience
European fan networks help define the fan experience

Fan embassies in the Host Cities
Local and international volunteers at central locations in all Host Cities

Football unites! – Soccer courts at the fan embassies
Fans play football together

Fan Flat Share ("Fan B&B")
Couchsurfing for football fans

European Fan and Cultural Festivals
Spaces where European culture can be experienced first-hand

DIGITAL INNOVATION



Euro Future Lab
Establishment of a Multi-Stakeholder Dialogue Platform to promote digital innovation across football and society

Digital UEFA EURO 2024
Integration of digital trends and services for UEFA EURO 2024 and in football: stadium experience, fan communication, matches, eLearning, the environment

DIVERSITY



Inclusive Stadiums 2024 Vision – Barrier-Free with no Isolated Zones
Philosophy of barrier-free stadiums with no isolation in reserved spaces in football

Inclusive ticketing systems

Inclusiveness Initiative for Active Football Players 2024
Initiating any number of ways of participation in football clubs and associations. Such as inclusive friendlies, Unified tournaments and an Inclusiveness in Football congress

Active inclusion of people with disabilities and disadvantages in the realization of the tournament

Volunteers Programme – "Football is so diverse"
Representing the diversity of Germany society through volunteers of both genders, of all ages, of different sexual orientations, capabilities, origins and religions.

Communication and sensitization – barrier-free communication channels, training sessions on inclusive language and behaviour

"Welcome Diver-City – Paths to Diversity"
Collaboration between the DFB, the state associations and Host Cities to promote local diversity initiatives to foster social inclusion.

Expansion of inclusive standards and services in the fields of mobility, fan festivals and communications

HUMAN RIGHTS



Developing a DFB Human Rights Policy
Transfer of the major aspects from the UN Guiding Principles on Business and Human Rights onto the specific situation of a sports association

Dialogue series with the focus on human rights in football with the involvement of various stakeholders

Developing and realizing a UEFA EURO Human Rights Strategy
Joint action plan of the DFB and the Host Cities on integrating human rights issues into the tournament organization and matches, including a Working Party on Responsible Procurement

Transparent communication of the guidelines for tenders for service providers and product makers

Human rights as a factor in the manufacture of merchandising articles

Monitoring and communication of human rights measures, including GRI-compliant reporting

ENVIRONMENT



Combi-Ticket Plus
for long-distance travel, simple to understand, easy to obtain with attractive conditions

Classic "Combi-Tickets" for local transportation

Digital services in brokering car shares

Optimized energy use in hotels and hospitality outlets at the ten Host Cities

German Sports Climate Fund
New mechanism to foster investments in climate friendly technologies in sport facilities

Marked Fan Miles for pedestrians & cyclists

100% share of renewables for the electricity

Uniform waste concept with waste avoidance (no flyers, give-aways, etc.); consequent reusable strategy & waste separation at collection points

Bike-sharing offerings for volunteers & 2,024 guarded bike rack spaces per stadium

Certification of stadiums with energy management systems as per ISO 50001

Factored into Organizing Committee procurement chains

Electric shuttle services & charging infrastructure in stadiums and Fan Zones

Own power generation and storage inside and at the stadium

eLearning programme and storytelling approaches to ensure target-group-specific communication of eco-knowledge

HEALTH



Fit for UEFA EURO 2024 – The path to the tournament
Fitness and football offerings to get people moving ready for UEFA EURO 2024

Fit for UEFA EURO 2024

Fit at UEFA EURO 2024
Tobacco-free stadiums, alternative food and beverages offerings, movement, on the pitch and at pitch-side

Fit at UEFA EURO 2024

EURO-Study Groups-Exchange programme for staff of European national and regional associations
Workshop series for UEFA national associations and regional associations

EURO-Study Groups-Exchange programme for staff of European national and regional associations

FAIR PLAY



"Fairness Messages – by Fans for Fans"
For respectful and fair interaction

Fair Play Football tournaments between fan teams from the participating nations

"Awarding the Fair Play Gesture of the Day"
Innovative competition to select and command fair play action in and around the pitch

Fan encounters to exchange opinions under the motto: What unites us?

Pan-European discussion process and knowledge transfer in dialog on a Fair Play League

Joint development of a Fan Code of Conduct

24 LIGHTHOUSE PROJECTS FOR A SUSTAINABLE UEFA EURO 2024

Compiled with the assistance of its stakeholders, the DFB has developed ambitious lighthouse projects and other activities.

Read more about these projects on the following pages.

The overview highlights all major projects. It also shows how they will contribute to the United Nations Sustainable Development Goals (SDGs).

We have discussed intensively how we can contribute to these Global Goals, given the nature, scale and reach of the tournament and how this will add value to the sustainable development of football in general.

This is not an exhaustive list of all projects and ideas but rather a starting point for our journey to a sustainable UEFA EURO 2024.



GERMANY
CANDIDATE FOR
UEFA EURO 2024



← LIGHTHOUSE PROJECTS

YOUTH



The future of football: Kids banging a ball around.

STRENGTHENING INVOLVEMENT – IMPARTING VALUES

- By staging UEFA EURO 2024, the Deutscher Fußball-Bund wants to grow the number of young people active in its approximately 25,000 clubs.
- The idea is to strengthen voluntary activity by young people emphatically and to promote it by designing and running youth projects.
- UEFA EURO 2024 will spark friendships across borders and strengthen international exchange between young people.
- Through football, young people will learn values such as fair-play and respect; the children and youth protection mechanisms in place prevent them from becoming victims of sexual violence.

DFB YOUTH WORK MEASURES AND STRUCTURES

The **DFB Youth Committee** designs, steers and monitors youth match operations at the DFB level and for the DFB's international games. The **youth development plan** serves here to give the strategic direction for promoting age-appropriate football and reduce drop-out rates within the DFB.

As part of the **Strategy for the Future of Youth Football**, various pilot projects are at present being carried out in this segment of the game. In 2019, the DFB wants to conduct at least one **meeting of team captains** in each state association in order to improve communications with youth players and take steps to foster

youth football from the insights gained. Moreover, the **cooperation between our regional and sub-regional associations and kindergartens/schools and clubs** will be intensified. In close dialogue, the challenges will be discussed and fitting solutions found.

The DFB and its regional and sub-regional associations feel it important to establish structures that **enable youth participation**. There is an opportunity for a representative of the youth sides (under 27 years of age) to be included in the state association youth committees (with/without voting rights). Moreover, there are so-called J-Teams in which several young people or representatives of youth volunteers team up and are represented by one of them on the youth boards of the state association.

The DFB considers it fundamental that it complies with all valid laws on children, based on the UN Convention on the Rights of the Child to which Germany is a signatory (see also the part on "Human Rights"). To this end, the DFB Presidential Board and the DFB Board rolled out the **"Concept to prevent and intervene in the case of sexualized violence in football"**. The measures developed include, among others, training sessions, an e-Learning programme and establishing an **independent, external contact point** at the Deutscher Kinderschutzbund.

FOUR LIGHTHOUSE PROJECTS TO GIVE YOUNG PEOPLE A STRONG VOICE

Young people will be at the centre of a variety of activities at UEFA EURO 2024. In all fields of action, ideas have been created with a special focus on this particular target group. The focus will be on their active involvement and contributions.

The ideas were evaluated by experts and four of them elaborated as special lighthouse projects.

🏰 LIGHTHOUSE PROJECT 1: UEFA EURO 2024 YOUTH CONGRESS

UEFA EURO 2024 is set to be a festival of European youth. The DFB is therefore already planning a major exchange forum for **young people from all UEFA member associations** to be held in the run-up to the tournament – the **UEFA EURO 2024 Youth Congress**. Young people from all over Europe who share a fascination for football will meet to play football and live and advance their vision of the game on and off the pitch.

The goal of this major forum is to enable children and young people to participate in UEFA EURO 2024. From the very outset, their interests and ideas will play a key role in (further) developing project ideas.

🏰 LIGHTHOUSE PROJECT 2: YOUTH PARTICIPATION CONCEPT – GIVING YOUNG PEOPLE A VOICE

The goal of the measures planned in the second lighthouse project are, amongst others, to include young people in the decision-making processes affecting their home clubs, in particular at the local and regional level. Young people should be supported in bringing their own ideas to bear in the design of football for tomorrow and to help shape projects. In line with the principle "don't just talk about young people, speak to them", organized football will proactively seek to engage with young people and give them a voice. A nationwide youth council will have an active voice on the UEFA EURO 2024 Organizing Committee, which has still to be structured. Parallel to this, at the local level a youth council will be set up on every Host City committee and will have a vote.

Committed young people serve as multipliers. Alongside active inclusion of young people in the decision-making boards, project ideas will be realized with young people and incentives put in place to join the J-Teams and together develop projects relating to football. These projects will continue after UEFA EURO 2024. An example of successful communication with young people could be the team captains' meeting already held in the state associations and the future DFB "Workshop with Young People".

A successful concept to engage youth must invariably be long-term in thrust. For this reason, the measure is destined to last well after UEFA EURO 2024, and to start well beforehand, morphing into a permanent institution.



An ever growing number of girls and women are joining German football clubs.

🏰 LIGHTHOUSE PROJECT 3: EURO-MOBIL ON TOUR

Since 2009 the DFB has been regularly sending specially trained teamers on a trip around Germany in the DFB-Mobil – with the goal of visiting amateur football clubs and providing practical tips to current issues and questions of football directly and straightforwardly on site.

Based on this idea, in the run-up to the tournament EURO-Mobiles will tour Europe. The goal is to inspire and qualify young people for football with attractive and diversified training offers. This is intended to win over children and young teens for football, thus reinforcing the grassroots and amateur game in the long run. The EURO-Mobile also offers platforms for coaches and responsible persons in the clubs to share knowledge on how to strengthen honorary commitment. Moreover, this platform will acquaint youngsters with European diversity and culture by adopting an "infotainment" approach, e.g. by way of short presentations or quizzes. Special EURO-Mobile materials will be developed and the teamers specially educated. As part of the training, local teamers will be certified as multipliers. The trip could start as early as 2020 following UEFA EURO 2020 (or in 2022 after the FIFA World Cup). One EURO-Mobile will travel around Europe.

🏰 LIGHTHOUSE PROJECT 4: TEAM 2024 – SCHOOLS & CLUBS KICK OFF TOGETHER

The fourth lighthouse project is meant to kindle enthusiasm for the tournament and buttress it in schools. Schools offer an ideal platform to inform students about projects relating to UEFA EURO 2024 and to persuade them to participate. Moreover, students will be sensitized to the opportunities for active involvement and their voluntary involvement in football strengthened. Nationwide, one school project, preferably covering an entire week, will come under the exclusive sign of Europe.

One point of emphasis will be interacting with young people in other countries, with new and vibrant contacts in the run-up to the tournament leading to greater enthusiasm for participating in UEFA EURO 2024. Youth exchange programmes will focus on enabling international exchanges, promoting diversity and sharing European values.



FANS

FANS MAKE VISITING A STADIUM A REAL EXPERIENCE

What would football be without fans? It is they who create the positive mood in stadiums. It is through them that visiting a stadium becomes a special experience. By their singing and chants, not to mention their visual support in the form of flags, choreographies, and other splashes of colour they foster that goose-bump feeling. The right conditions will be put in place to make certain that all the fans who come to UEFA EURO 2024 in Germany unite in fully enjoying the football festival in the heart of Europe and can best support their 'home' team:

- Fans from inside and outside Germany will feel welcome in the cities and stadiums, which is why their needs play so strong a role in the planning.
- Fans will be given all the information relevant to their stay at an early point in time and will via digital platforms have the opportunity to overnight in Fan B&Bs.
- There will be points of contact for all fans in the stadiums and at central locations in the Host Cities.
- The key: All fans must enjoy being fans at their leisure and must be given the opportunity to celebrate a festival together with the Host Cities.

FAN INTERESTS HAVE LONG SINCE BEEN A FIRM PART OF THE DFB

Since 2006, the DFB and the DFL Deutsche Fußball Liga structures have firmly reflected fan needs in the form of permanent fan officers. Various fan representatives have also been included in the work of the DFB boards and committees, such as the Fan Cultures Working Group or various project groups on themes of relevance to fans. All the clubs in the Bundesliga and the 2. Bundesliga have full-time fan officers and there are also many volunteers active in the field – numerous training courses, specialist conventions and certification courses are made available for them. Moreover, the social/teaching fan project drive has been expanded to include 59 locations and 64 groups of fans.

The preparations for UEFA EURO 2024 will from the outset take fan wishes and interests into consideration. Measures from and for fans are already to be found in many of the fields of action (see for example the part on Fair Play). In the further preparatory works, fans will from an early point onwards have a chance to influence the offerings provided relating to the tournament.

FIVE LIGHTHOUSE PROJECTS FOR A FAN FEST IN THE HEART OF EUROPE

Starting from the special fan experience during the 2006 FIFA World Cup in Germany, at UEFA EURO 2024 people from all over Europe will be made to feel very welcome. Five projects will make a very strong impact here and have therefore been chosen as lighthouse projects.

LIGHTHOUSE PROJECT 1: A FAN-FRIENDLY STADIUM EXPERIENCE

Fans will at an early date have an opportunity to help shape the offerings related to the tournament. In summer 2019 a **European Fan Congress**, ideally run together with the European fan network FSE, will be held. There, **fans from all European countries can together explore what they feel goes to make up a good stadium experience**. Fans should in this way help define conditions in the stadiums and make firm proposals on issues such as fan utensils, choreographies, banner positioning, time slots on stadium TV/the official match framework programme for fans of the respective national teams, or the choice of music. This promotes a) international exchanges between football fans and b) ensures stronger fan involvement in the tournament and with the organizers.

LIGHTHOUSE PROJECT 2: FAN EMBASSIES IN THE HOST CITIES

Fixed fan embassies at central locations in all the Host Cities will establish a strong welcoming culture for fans at UEFA EURO 2024. This idea was first realized at the 2006 FIFA World Cup in this nationwide form and was a major factor in the resounding success of the event. Fans will be provided with all the relevant information for their stay. Alongside staff and volunteers who know the locality, the fan embassies will be temporarily staffed by international teams, in particular by teams from those countries that have matches in the Host Cities in question. Here, we will rely on the existing network of international fan embassies. This will help make the fans' time in the Host Cities as pleasant as possible.

LIGHTHOUSE PROJECT 3: FOOTBALL UNITES! – SOCCER COURTS AT THE FAN EMBASSIES

The fixed fan embassies in the Host Cities will feature soccer courts. There fans of all nations can unite with local fans to play football and get to know each other. After the tournament, the courts will be gifted to the social/teaching fan projects which can make use of them in their work with young fans and to integrate refugees and migrants.

LIGHTHOUSE PROJECT 4: FAN FLAT SHARE ("FAN B&B")

Football fans in all the Host Cities will open their doors to provide homestays for fans from all over the world free of charge or for a small contribution towards costs. The personal encounters will give rise to fan friendships. The DFB will provide the corresponding digital and physical interaction platforms (e.g., at ticket offices) enabling this, but will otherwise not be involved in the transactions. Instead of financial payments the guest fans will be expected to bring a guest gift with them, be it typical for their country or symbolic, e.g., a fan scarf.

For the hosts various incentives are conceivable, e.g., tickets for a match in their home city. The inclusion of partners on the digital platform is also a possibility. This lighthouse will likewise make a contribution to understanding between the peoples of Europe and to peaceful co-existence.

LIGHTHOUSE PROJECT 5: EUROPEAN FAN AND CULTURAL FESTIVALS

With the strong support of the city/local authority, existing city twinning programmes, the local population and also representatives of the European countries, parallel to the UEFA Fan Zones cultural festivals will be hosted. There, football will be the trigger, but not the predominant theme. The goal: to make European culture over and beyond football a real holistic experience here, for example through culinary offerings, lectures, discussions and workshops, and thus make a contribution to intercultural co-existence and European integration.



Fair Play: Fans from France and Germany playing together.

DIGITAL INNOVATION



Live: Today, anyone experiencing something quite extraordinary wants to be able to share the moment.

SHAPING THE FOOTBALL OF TOMORROW – WITH DIGITIZATION

- The DFB’s goal is to use the rapid developments in the field of digitization to stage UEFA EURO 2024 and thus at the same time proactively drive the advancement of grassroots and professional football.
- Football and UEFA EURO 2024 will be more efficient, user-friendly, open and communicative thanks to digitization.

ADVANCE EXISTING SERVICES AND PAVE NEW DIGITAL PATHS TO UEFA EURO 2024

Digitization and sustainable development are the two megatrends of today. Moreover, they are mutually-determining: Thanks to digitization, new business models have arisen such as sharing concepts (car-sharing, bike-sharing, travel-sharing platforms) and in the social domain innovative projects and start-ups have emerged such as crowd-funding platforms and new forms of neighbourhood help. They make it possible to increase the utilization intensity of products and thus save resources. There are, however, also trends the other way: Power consumption by the IT sector is now on a huge scale, and resource consumption is rising.

In the different DFB participation rounds, the actors repeatedly pointed out that digitization has penetrated all walks of life, including football. With a view to the sustainable staging of UEFA EURO 2024, we have come to believe that we need to take up the trend and actively help shape it. The DFB already offers countless digital services. One especially successful product is the www.fussball.de platform on which all information, dates, statistics etc. of relevance to amateur football are communicated.

It is therefore not surprising that many of the ideas raised in the participation forums are related to digital technologies and services. This gave birth to the idea of elaborating on and bringing them together as a lighthouse project under the overarching heading of “EURO Future Lab”.

LIGHTHOUSE PROJECT “EURO FUTURE LAB”

EURO Future Lab is a cross-cutting approach to integrate different digital developments and instruments into football. In order to operationalize this cross-cutting approach, we propose an independent organizational structure: the EURO Future Lab. It will be positioned within the future EURO Organizing Committee. The organizational structure will function as a forum and cover various working groups. The respective working group will, as needed, be composed of members of the Organizing Committee and other external partners. While the working groups will elaborate on football-related, digital application opportunities in the context of a mega sports event, in the forum the information collected by the individual working groups will be compiled and realization at the project level coordinated.



FIELD OF APPLICATION: THE ENVIRONMENT

The most important goal of this field is to develop and apply new digital services in football stadiums to enable efficient and sparing stadium operations offering great user comfort. Efficiency could be boosted by consistently avoiding waste at mega sports events by means of digital services. Thus, the exclusive provision of digital information on matches or exclusively digital contributions by advertising partners (ad pushes & promos on Smartphones or flexible/smart display boards in stadiums, etc.) would allow printed media to be avoided (the paperless stadium) while at the same time ensuring state-of-the-art media usage.

FIELD OF APPLICATION: THE STADIUM EXPERIENCE / FAN COMMUNICATIONS

We discern potential for digital services in the fields of mobility, security and spectator management. It bears assessing how matching of travel arrangements and car-sharing can be achieved through digital stadium services. Also conceivable: mobile spectator management in stadiums (escape routes or routes to toilets) or services such as digital beverage orders and navigation to food outlets that are free.

Ideas were also created in the field of spectator guidance to and from stadiums. Thus, using a central EURO-App, spectators will be able to locate bike-sharing stations, digital routes to the stadiums with information on attractions along the way, and the path to the bike racks.

Communication between the police force and fans will also be simplified. Experience gained at several Bundesliga locations will be transferred to UEFA EURO 2024 in order to see whether forms of preventative, de-escalating measures will make the stadium experience safer for all concerned.

FIELD OF APPLICATION: MATCH ORGANIZATION / AMATEUR FOOTBALL

When planning and organizing football matches, in most cases applications do not go beyond regional social-media groups. Together with state associations and clubs, social-bar events will provide a platform where the prospects for transposing ideas such as the “shared economy” onto football or making access to football easier for younger and older players will be discussed. Possibly, a pitch App could arise that covers all pitches in Germany and thus makes it far easier to play football.

FIELD OF APPLICATION: E-LEARNING

The plan is to enable new forms of qualifications. A key target group are volunteers for UEFA EURO 2024. And amateur football is also set to benefit from the new applications. The DFB.de Website already offers a host of training services, for coaches, players and referees of both genders. New forms such as the interactive refereeing App and online formats may in the future really drive the development of football. And shared football hackathons will hopefully spawn new digital football solutions.



Digitization connects people across borders.



Football unites them:
Young refugees in
Egelsbach near Frankfurt.

DIVERSITY

PROMOTING DIVERSITY – ACTING AGAINST DISCRIMINATION

The DFB has taken upon itself to promote diversity in the clubs. Because the mechanisms of rejection and ostracism can only be overcome if they are resolutely countered. In the “Diversity” Working Group, the DFB cooperates with leaders from the worlds of politics and education as well as with representatives of the state associations and the DFB foundations to devise holistic concepts and measures. These are intended to foster inclusiveness, to support a focus on diversity and to counteract discrimination. The “Diversity” Working Group liaises closely with the integration officers at the DFB state associations. Moreover, there has long been intensive collaboration with outside experts in the field, for example with the Federal government’s Commissioner for Integration, with the Federal Antidiscrimination Office and the Fan Projects Coordination Desk.

Specifically in the field of inclusion, the Deutscher Fußball-Bund has since the early noughties launched various activities and projects to encourage people with disabilities to participate as equals and in a self-determined manner in organized football. This commitment is driven by the DFB-Stiftung Sepp Herberger.

FOUR LIGHTHOUSES PROJECTS FOR SOCIAL DIVERSITY

In the framework of the extensive participatory processes for the UEFA EURO 2024 Sustainability Concept many ideas and innovative approaches were developed to ensure as broad as possible participation in the tournament by all social groups. They were then assessed by experts and bundled in packages of measures. The following lighthouse projects show just how broadly UEFA EURO 2024 will reflect social diversity.

LIGHTHOUSE PROJECT 1: INCLUSIVE STADIUMS 2024 VISION – BARRIER-FREE WITH NO ISOLATED ZONES

As described in the answer to Question 3.15 in the Bid Book, DFB will by 2024 have implemented its “Inclusive Stadium 2024 Vision – Barrier-Free and no Reserved Zones”: Together with expert organizations and all the stadium operators and Host Cities, the DFB wants to enable a barrier-free and inclusive stadium experience for everyone. Over and above fulfilling the standards set by UEFA and CAFÉ, the core of this lighthouse project is to establish a philosophy of barrier-free access with no reserved zones in football. All segments (seating categories) in stadiums and the structured social spaces associated with them will be accessible to everyone.

It should, for example, be possible for wheelchair users not “only” to sit in a reserved zone in the stadium, but in all spectator areas and price categories. Transport routes and urban services relating to match days should on principle be inclusive in structure. And after the tournament the barrier-free and inclusive stadiums and services created for UEFA EURO 2024 should not only themselves profit sustainably, but also function as role models for all stadiums and sports facilities in Germany and in Europe.

Reversing ostracism in favour of participation is a significant step to making living together as equals and diversity through inclusion a normality. For further details on the core idea of the “Inclusive Stadium 2024 Vision – Barrier-Free and No Reserved Zones” lighthouse project please consult the Bid Book.



Unlimited participation: Fans with disabilities heading for the stadium in Leipzig.

Moreover, the “Inclusive Stadium 2024 Vision – Barrier-Free and No Reserved Zones” lighthouse project will include the following measures:

Securing barrier-free access in the match-day context

Development of inclusive ticketing systems

- Developing harmonized digital ticketing systems and guidelines that cover the needs of disabled or disadvantaged people and take these into account.
- Adjusting the ticketing price system: Ticket prices are the same for all spectator groups. Reduced price tickets depend on income status not on disability status.

Inclusive stadium visits

- Optimizing catering infrastructure and services for disabled or disadvantaged people;
- Making signing language available in all areas of stadium operations, in particular as regards security (amongst others for evacuation) and entertainment (amongst others stadium shows);
- Ensuring greater use of pictograms to guarantee international comprehensibility/visibility;
- Optimizing inclusive guidance systems around stadiums on match days;
- Considering the needs of people with non-physical disabilities or disadvantages in the context of match day visits (psychological/mental/emotional disabilities, temporary limitations).



Many wheelchair users still have to sit in separate designated areas in stadiums – all that will change.

Addressing disabled or disadvantaged people

Active inclusion

- With a view to creating real participation at UEFA EURO 2024 not only will services be available for disabled and disadvantaged people, but they will of course also be involved in realizing the tournament. By way of example: Participation in the team of experts developing the “Inclusive Stadium 2024” concept, inclusion in the Volunteer Programme, recruiting as editors for (inclusive) brochures and internet pages, inclusion in the access-control teams in the VIP or public viewing zones.
- Support and advice for pro football clubs on sustainable inclusion and employment of disabled and disadvantaged people in the primary job market.

Communication and sensitization

- As early as 2018 a campaign will be launched to announce inclusive stadium services among potential user groups;
- Comprehensive establishment of inclusive online and offline communication channels in football (incl. simple language, audio business cards);
- Developing training sessions and workshops on inclusive language and interacting with disabled and disadvantaged people;
- Preparing hand-outs and training sessions for different target groups for an inclusive stadium visit.

Expanding standards

- Developing barrier-free and inclusive standards and services for European trips for football fans;
- Optimizing barrier-free transport systems to and from stadiums together with the Host Cities and in consultation with the nations participating in UEFA EURO 2024, in particular as regards travel from these countries;
- Ensuring inclusive public viewing zones;
- Using innovative technological tools to create barrier-free communications and e-Learning for the tournament (e.g., for training stewards, for Internet pages and social-media channels).



Learning playfully: DFB Integration Ambassador Cacau giving a few tips on how it's done.



Duel between friends: The DFB-Kulturstiftung team plays colleagues from France.

LIGHTHOUSE PROJECT 2: INCLUSIVENESS INITIATIVE FOR ACTIVE FOOTBALL PLAYERS 2024

Over and above the stadium experience, the topic of inclusion today already plays an important role among active players. In Germany, each weekend about 80,000 football matches are held. The enthusiasm for football is shared precisely by disabled and disadvantaged people. In many football clubs they have for decades already formed a clear part of the “football family”. UEFA EURO 2024 offers the chance to further strengthen active participation of disabled and disadvantaged people in football. This is true both of football in Germany and in Europe. To achieve this goal, the DFB and its Stiftung Sepp-Herberger and other partners bundle countless measures in the “Inclusiveness Initiative for Active Football Players 2024”.

UEFA EURO 2024 should also be an inclusive festival where people from different countries meet. The actual tournament period marks the culmination of countless activities that will be launched in the run-up to it. For example, amongst others, workshops for the disabled throughout Germany will prior to UEFA EURO 2024 already host events relating to inclusiveness and football as a club sport, be it day tournaments or club fests, thus creating inclusive spaces. European teams will also be invited to Germany for this.

Analogously to the PR campaign for the “Inclusive Stadiums 2024 Vision – Barrier-Free and no Reserved Zones”, prior to staging UEFA EURO 2024 the numerous opportunities to participate in the football clubs and associations (players, referees, support teams, club officials, etc.) will be announced in a high-profile manner.

By means of other measures that will take place during the tournament UEFA EURO 2024 will emerge as a highlight in the field of inclusive football. During the tournament there will be friendlies between German and other European disabled football teams as well as unified tournaments with mixed teams. A special programme for disabled and disadvantaged people in the relevant Host Cities and links to the 2024 Paralympics in Paris will also be features.

To stimulate the development of inclusive football in the European context, there are plans to hold an international Inclusiveness Congress for active football players. Moreover, from 2018 onwards there will be annual showcase sports events with inclusive teams in different European countries in cooperation with the respective national associations.

LIGHTHOUSE PROJECT 3: VOLUNTEERS PROGRAMME – “FOOTBALL IS SO DIVERSE”:

Volunteers are the calling card of any major event. And they will have a correspondingly crucial role in UEFA EURO 2024. The goal of the lighthouse project “Volunteers Programme – Germany is so Diverse” is to have the volunteers reflect Germany’s social diversity. Irrespective of their age, origin, religion, gender, sexual identity, or abilities people will be part of a Volunteers Programme that sets inclusiveness standards. To achieve this, the specific target groups will be individually addressed.

Because volunteers need to be perfectly prepared for their tasks, training will be task-specific. Moreover, social skills and socio-political issues will form part of the volunteer training sessions. To include disabled and disadvantaged people in the programme optimally, the Volunteer Programme will potentially hinge on a tandem model, with corresponding training sessions, enabling people who require assistance to discharge their duties as volunteers.

UEFA EURO 2024 will also be a festival of encounters at the level of the Volunteers Programme. Twinned cities will help emphasize the programme’s international reach and garner the support of international volunteers. Via a corresponding platform, German volunteers will be able to offer international volunteers accommodation. There is already a great deal of experience in realizing such projects. At the major international tournaments in 2006, 2011 and 2016 joint volunteer projects were implemented with the France-German Youth Exchange Programme (DFJW). The DFB intends as part of UEFA EURO 2024 to team up with European partners (e.g., the European Commission, Erasmus, European Voluntary Service) and together turn the Volunteers Programme into a space for great encounters at the heart of Europe.

Together achieving great things: The DFB’s Stiftung Sepp Herberger promotes football for the blind.

LIGHTHOUSE PROJECT 4: “WELCOME DIVER-CITY – PATHS TO DIVERSITY”

Just as society is diverse, so too are the UEFA EURO 2024 Host Cities. Starting from local diversity concepts, the Host Cities for UEFA EURO 2024 will function as football diversity lighthouses each with a slightly different focus. Supported by the DFB and its state football associations, the cities will devise concepts and ideas that emphasize the local structures and regional specificities. The Host Cities’ international partner cities will be involved from the outset.

The local inclusion of migrant self-help organizations, LGBT communities, religious institutions, organizations for the disabled, young people’s and senior citizen’s clubs, will, in connection with local fan groups and organizations and their football clubs reach out to all through diversity stakeholder dialogues.

The campaign will launch with the creation of the LOC (2019–2020). The individual projects will at least be up and running by UEFA EURO 2024. During the tournament, each Host City will run a project based on the diverse experiences already gained and relying on the stakeholder networks already established by then. The objective: that the campaign has a strong legacy well after 2024 and well beyond the Host Cities. It is meant to serve as a role model for clubs, organizations and associations.

Because we are convinced that diversity enriches our society and football.





World Cup winner and ambassador Philipp Lahm addressing the DFB's Human Rights Workshop.

HUMAN RIGHTS

DFB: MANY DECADES CHAMPIONING DIVERSITY, INTEGRATION AND ANTI-DISCRIMINATION

It is not new for the DFB to advocate respect for human rights, even if this has not to date been done explicitly under the banner of human rights. Values such as respect, diversity, integrity, transparency, fair play and solidarity have been enshrined in the federation's statutes for many years – and in the DFB's Ethics Code, have been promoted and expected by the DFB and actively lived in German football. For many years now, numerous measures have been developed and realized to promote different human rights issues. The DFB used public forums to advocate respect for human rights and has repeatedly made a mark in this regard at the international level.

LIGHTHOUSE PROJECTS FOR A SUSTAINABLE TOURNAMENT

As part of the participation process, current challenges in the field of human rights were discussed as regards how the DFB can square up to its human rights responsibilities when staging UEFA EURO 2024. The DFB wants to set clear signals and is therefore, together with DFL Deutsche Fußball Liga and involving internal and external stakeholders, at present devising a Human Rights Policy that will establish long-standing **guidelines for a culture of respecting human rights as part of football's socio-political tasks** in Germany, from the grassroots to the top-flight of the sport.

STRONG VOICE FOR RESPECT FOR HUMAN RIGHTS FOR UEFA EURO 2024

- The DFB's goal for UEFA EURO 2024 is together with the Host Cities to clearly champion respect for human rights. The DFB is committed to the responsibility football has with regard to social and human rights.
- The DFB is fully aware of the symbolic power of UEFA EURO 2024 as the first tournament to be organized and realized on the basis of the UN Guiding Principles on Business and Human Rights.
- The UEFA EURO 2024 human rights strategy will be based on developing a DFB Human Rights Policy and an extensive human rights audit for the tournament.
- The goal is to deploy a convincing and effective human rights strategy for UEFA EURO 2024 as a benchmark for future major events, and not only in football.

LIGHTHOUSE PROJECT 1: DEVELOPING A DFB HUMAN RIGHTS POLICY

The effective management of human rights risks by companies and organizations is of increasing importance nationally and internationally, and this includes sports federations. The DFB has therefore committed to developing a better understanding of where and how in discharging its duties there can be an impact on human rights. This covers an **analysis of human rights risks**, explicitly including existing DFB measures and structures, and identifies fields of action where, if necessary, DFB's responsibilities need to be clarified or supplemented. The goal: to bring it all together in a single logical, viable and **credible overall concept**. As part of this process, **the DFB champions respect for human rights**, something which is already an implicit key element of its values, and will adopt a human rights policy that transposes the procedure for companies as outlined in the UN Guiding Principles on Business and Human Rights onto the specific situation of a sports association.

The DFB is doing justice to the greater expectations as regards the integrity of sports organizations and laying the foundations via its own direct jurisdiction for respecting human rights impact, also on Germany society and the international sports community. As **the first national football federation that is tackling the topic in such depth**, the DFB is also emphasizing the pioneering role of German football in matters of social responsibility and supporting the bid to stage UEFA EURO 2024.

LIGHTHOUSE PROJECT 2: DEVELOPING AND REALIZING A UEFA EURO HUMAN RIGHTS STRATEGY

To the DFB's mind, the success of staging UEFA EURO 2024 should be measured not only in sporting and organizational terms but also and specifically in the contribution to social issues. **For this reason, the DFB and the ten Host Cities will publish a statement on preserving human rights in the context of UEFA EURO 2024**. It forms the bedrock and framework for the UEFA EURO 2024 Human Rights Strategy. Together, the DFB and the Host Cities affirm that should Germany stage the tournament, they will conduct an incisive and differentiated analysis of the possible human rights impacts and together with those concerned and responsible devise strategies to mitigate this. Key steps here will be an initial human rights risk analysis and stakeholder dialogues both on the part of the DFB and the cities, and this is already underway. To guarantee respect for human rights in the context of UEFA EURO 2024 the DFB will develop an action plan and implement it. A comparison of the potential risks identified in the initial analysis with existing DFB structures and initiatives has shown that German football is already in good shape in this regard (see Bid Book Question 3.18).

Creating viable structures and a clear allocation of responsibilities and expertise is imperative for an efficient management of large events – and that includes respect for human rights. A **Responsible Procurement Working Group** is planned, with the inclusion of the ten Host Cities, to provide a forum that focuses on compliance with the labour, environment and human rights standards in the supply chains for the tournament organization.

The development of a human rights policy for the DFB and of a UEFA EURO Human Rights Strategy constitutes not only a milestone for German football, but sets new international standards when it comes to the effective and holistic integration of human rights issues into match operations and the organization of larger football tournaments.

OTHER MEASURES PLANNED TO STRENGTHEN OUR LIGHTHOUSE PROJECTS IN THE FIELD OF HUMAN RIGHTS

- Realizing various internal sensitization activities, operative implementation and external communication of the increased importance of promoting human rights for the DFB.

Dialogue

- Use existing DFB discussion forums and awards ceremonies to highlight human rights challenges for mega sports events;
- Develop event series relating to UEFA EURO 2024 with focus on human rights, including the different stakeholders (from stadium operators to sponsors).

Realization

- Cooperation with existing government and non-governmental initiatives;
- Introduction and transparent communication of sustainable tendering guidelines for service providers and manufacturers (focus on maintaining minimum human rights standards);
- Expanded offer of sustainable merchandising articles under specific consideration of human rights in manufacturing.

Monitoring and Communications

- Monitor the effectiveness of the human rights measures deployed using adequate KPIs;
- Regular reporting according to international standards (such as the GRI standard) as part of the DFB and UEFA EURO 2024 sustainability reporting;
- Inclusion of active and former national players in the human rights communications effort;
- Development of slogans to advertise human rights on flags and banners in the stadium and on social media channels;
- Campaign for fair work on construction sites relating to stadiums and, for example, in facility cleaning.

ENVIRONMENT



The Earth at the centre of things – in the stadium, too.

CREATE NEW BENCHMARKS WITH UEFA EURO 2024

- The goal of the Deutscher Fußball-Bund is to stage UEFA EURO 2024 in a manner that is efficient and saves resources. The tournament will be used to launch countless projects and programmes to avoid and reduce possible negative environmental impacts of staging UEFA EURO 2024.
- The environmental measures planned are meant to help keep the costs of staging the tournament low (e.g., in the field of energy), enhancing visitor comfort (e.g., in the field of mobility) and improving the perception and image of the tournament (e.g., in the field of waste).
- The activities in the field of the environment will not be limited to UEFA EURO 2024, but be positive stimuli for more environmental and climate protection in German amateur and professional football and have a sustainable effect at the European level. Even after UEFA EURO 2024 the commitment to the field of the environment is set to create new benchmarks for subsequent tournaments and thus enhance the general environmental standards at large-scale events.

CONTENTS AND STRUCTURES OF ECOLOGICAL SUSTAINABILITY AT THE DFB

For more than a decade now, the Deutscher Fußball-Bund has had firm structures factoring in eco-relevant issues in German football and was strongly triggered by the successful sustainable environmental programme Green Goal 2006 that ran in the context of staging the 2006 FIFA World Cup. Green Goal was in 2006 the world's very first environmental programmes that was launched for an international football tournament to minimize any impact on the environment. Issues of environmental and climate protection have had a strong significance in the federation's everyday work ever since.

To underscore this standard, aspects of environmental and nature protection were included as explicit tasks in the DFB Statutes. The successful Green Goal environmental programme was relaunched

for the FIFA Women's World Cup 2011 and advanced in that context. In 2012, with the objective of kindling resource-saving activities in amateur football as well, the DFB UmweltCup was held. The competition was based on the idea of a "Green League" in which amateur grassroots clubs competed against each other for the title of Environmental Champion – by realizing environmental projects.

Since 2011, all the DFB's activities in the field of the environment are discussed by the Environment Working Group, which then also manages their implementation. This Working Group includes members of the DFB full-time staff, representatives of the DFB's state and regional associations, staff from other sports federations, and outside experts.

Optimal human resources and coordinated well-structured coordination are necessary to ensure the successful implementation of the many eco-measures planned for UEFA EURO 2024. Key will be the planned Sustainability Department in the Organizing Committee (see Chapter 4). The unit will develop, approve and coordinate the implementation of measures. Parallel to this, the Host Cities will run regional coordination offices that handle actual realization locally.

LIGHTHOUSE PROJECTS FOR A SUSTAINABLE TOURNAMENT

As part of the participatory process, countless ideas for measures and long-term campaigns were developed. These were then evaluated by experts and compiled to form a bundle of measures for the field of the environment.

Two projects were chosen as special lighthouses. They are characterized by a highly innovative eco-thrust and a link to football. Their prioritized realization is destined to signal to the public what is being achieved and to blaze the trail for the realization of the other measures planned.

LIGHTHOUSE PROJECT 1: COMBI-TICKET PLUS

Greenhouse gas emissions caused by transportation are the major factor in any event's carbon footprint. Since in particular fan movements can hardly be influenced directly by event organizers, the focus must be on deploying attractive services to favour the use of ecologically beneficial modes of transport. Alongside classical "Combi-Tickets", that guarantee the holder free use of public transport in the Host City on match day, long-distance travel and by other means (such as long-distance coaches) will be made cheaper by offering an expanded ticket. On purchasing a ticket for a match, fans will be offered the Combi-Ticket Plus easily and cheaply. The model will have various levels: Level 1 covers cheap rail travel on routes between the Host Cities for the entire duration of UEFA EURO 2024. Level 2 offers cheap long-distance rail travel throughout the Deutsche Bahn network. Level 3 includes complete free use of the entire public transportation network for the full duration of the tournament.

The Combi-Ticket Plus Lighthouse Project will be supplemented by countless other measures to shift traffic away from the roads and enhance efficient use of fuels (see below).

LIGHTHOUSE PROJECT 2: GERMAN SPORTS CLIMATE FUND

Only a small part of football's overall ecological footprint is down to mega-events such as UEFA EURO 2024. In particular the DFB's amateur divisions, with some 25,000 clubs, offer clear potential for savings, e.g., by improving the energy balance of sports facilities. The lack of funds for the investments needed is one obstacle to the implementation of saving measures. The German Sports Climate Fund would kick in here and find ways to make the funding available and promote ecological behaviour by the clubs. A German Sports Climate Fund would be an alternative to the classic climate offsets by acquiring CO₂ certificates. One structural approach could be for a board to define measures worthy of support and the level of the funding (e.g., the replacement of old boilers, the purchase of e-mobility facilities and energy-efficient electrical appliances). This would factor in existing funding structures and ventures and take place in close consultation with and using the existing Federal government administrative structures (e.g., NKL, KfW). Clubs would register their funding requirement for energy-efficient technology digitally. The board would evaluate the applications in terms of the highest cost/benefit ratios. Sources of financing will also be acquired via a special environment sponsor as a national partner to the Organizing Committee. Clubs can improve the chances of their applications winning by voluntary steps they themselves take, such as using bikes to get to training or matches, or by raising funds themselves. High-profile PR measures relating to funding awards and their targeted use will advertise the Climate Fund's existence and the clubs will be in the limelight at the same time.

OTHER PLANNED MEASURES IN THE FIELD OF THE ENVIRONMENT

Transportation

- Classic "Combi-Ticket";
- Joint ventures with transportation service providers in Germany and neighbouring countries to provide reduced-cost travel to Germany;
- In each Host City at least one uniformly marked Fan Mile for visitors who walk to the stadium by foot. Wherever possible, a separate Fan Mile for cycling fans. This would feature attractive tourist highlights along the way. Digital spectator guidance and information services are optional extras;
- Bike-sharing services for volunteers and Organizing Committee staff in each Host City;
- At least 2,024 guarded slots on bike racks per stadium;
- Increased use of electric/battery-driven and alternative engine types for shuttle services and in public transportation vehicles;
- Provision of corresponding charging infrastructure in stadiums and fan zones in line with actual needs;
- New digital services for offering car shares, tailored to the needs and expectations of international fans (see also the part on Innovation/EURO Future Lab).

Energy

- Joint ISO 50001 certification of stadiums with energy management systems;
- Research and testing innovative forms of using energy, e.g., by energy storage in stadiums;
- Enhancing energy efficiency by generating and using the power in and around the stadium;
- 100% share of renewables in the electricity purchased;
- Process to optimize energy usage in hotels and hospitality outlets in the ten Host Cities.

Waste

- Uniform and compulsory waste concept, centrally planned and managed;
- Waste avoidance e.g., by not using hand-outs or give-aways, etc. and relying on digital channels instead; water dispensers free of charge, etc.;
- Consistent roll-out of a reusables strategy throughout the stadiums;
- Waste collection by separation, with uniform colour coding and pictograms aligned to the design of the food packaging;
- Procurement channels to be analysed by the Organizing Committee.

Communications

- eLearning programme on environmental topics for volunteers, fans, amateur football and for other educational purposes;
- Development of storytelling approaches for target-group-specific communication of environmental knowledge.



Role models: Players on the pitch set the rhythm, the spectators in the stands train along with them.

HEALTH

USING UEFA EURO 2024 TO CAMPAIGN FOR A HEALTHY LIFESTYLE

By means of special activities, UEFA EURO 2024 will be used in the field of health to achieve the following goals:

- Locking in to the enthusiasm for football, with our campaign we will reach many people throughout Europe and sensitize as many as possible to the importance of living healthy lives – be they active players on the pitch or one of the innumerable fans who support their team.
- By developing new and innovative football offerings, we intend to preserve football's appeal and also access new target groups for football – always with the goal of prompting as many people as possible to play sports and in the best case, football.
- With the measures developed for UEFA EURO 2024, in close cooperation with the European football associations new standards will be set to activate fans and to promote healthy food services that are designed to blaze the trail for future mega sports events, too.

THE DFB'S VIEW OF HEALTH

With its activities to promote good health, the DFB takes its cue from the holistic view of the WHO, which defines health as a state of complete physical, mental, and social wellbeing.

The DFB makes the largest contribution to promoting health in Germany by organizing and sustainably managing matches for all age groups. The nationwide matches and the affordable membership in clubs motivate millions of footballers of both genders to regularly play sport. The DFB activities focus not just on children and young people and their need for movement, but also explicitly also on adults and increasingly on older players.

We also use football to advertise a healthy lifestyle at an early stage. Kids who are active in sports are mentally strengthened by it and less prone to addiction and dependence. To tap these potentials to the maximum, the DFB has collaborated with the Federal Centre for Health Education (BZgA) for over 25 years now.

The key elements of the collaboration: two short training sessions for multipliers in clubs at which more than 1,800 coaches take part each year. In January 2018, the cooperation agreement with BZgA was extended for a further three years. Alongside continuing the work to date, in particular the topics of "smoke-free", "gambling prevention" and "football for older people" were included in the programme.

LIGHTHOUSE PROJECTS FOR A HEALTHY TOURNAMENT

Numerous ideas to promote healthy lives were developed in the stakeholder dialogues with internal and external experts in the context of UEFA EURO 2024. They are concentrated in three major healthy campaigns that are presented as lighthouse projects below:

LIGHTHOUSE PROJECT 1: FIT FOR UEFA EURO 2024 – THE PATH TO THE TOURNAMENT

A full year before the first kick-off, the campaign "Fit for UEFA EURO 2024" will be launched. It addresses the members of the approximately 25,000 clubs and all football enthusiasts in Germany and beyond. UEFA EURO 2024 will encourage thousands of people to get moving. Backed up by testimonials by renowned footballers of both genders, we will develop fitness and football offerings for men and women, for the young and old, and inform about the importance of eating healthily, all with the overriding goal of getting fit for the tournament.

The campaign will be closely linked to existing offerings and structures covered by the DFB's Leisure and Grassroots Sport unit to achieve as broad a reach as possible. New football offerings will be developed. One focus will be football offerings for older people. Another focus will be on developing alternative football offerings. The goal: to create appealing football ideas for everyone and thus also attract new members into clubs.

Alongside expanding the classic range of football in clubs, there will be additional ideas to encourage healthy lives. There will thus be incentives in the form of starter/supporter kits to stage football festivals in clubs, schools, cities and various institutions – offering ideas on movement and also tips on healthy food, etc.

To gain greater media coverage, a "European Football Challenge" can take place at the same time. Over a lengthier period of time, the "fittest teams" in the individual national associations will be sought, whereby the success will not only be measured in goals. They will meet during UEFA EURO 2024 for a final Football Challenge. In this way, the tournament stimuli will spread to all the European national associations.

LIGHTHOUSE PROJECT 2: FIT AT UEFA EURO 2024

The second campaign kicks off with the tournament: "Fit at UEFA EURO 2024". It features three central fields of action:

1. All stadiums will be tobacco-free
2. Alternative F&B offerings in the stadiums
3. Movement – on the pitch and next to it

1. Tobacco-free in all stadiums

The goal: to achieve the **EURO – GOLDSTANDARDS** as per the recommendations of the Healthy Stadia network in all UEFA EURO 2024 stadiums, meaning tobacco-free stadiums in which smoking is forbidden and where the sale and advertising of tobacco products is also prohibited.

This includes considering such a prohibition in stadium house rules, prior information of fans and highlighting the issues in training for volunteers, stewards and staff. In the stadiums there will also be clearly visible signage and announcements on the PA system. Long before the tournament starts, the goals of a tobacco-free stadium will be buttressed by a holistic communications strategy that constantly references the health goals of the activities – protecting fans and in particular children and young people from damage to their health by passive smoking.

2. Alternative F&B offerings in the stadium: sustainable and healthy

The food & beverage offerings in the UEFA EURO 2024 stadiums will encourage spectators to eat healthy food and enhance their sense of wellbeing. The choice of service provider will itself hinge on corresponding concepts for food for spectators, volunteers and staff as well as in the VIP zones, and this will be factored into decision-making.

The central objective: to develop new and innovative nutrition offerings that give every spectator the chance to buy healthy and tasty food at modest prices during their stay. This will include a diverse range of food with a special focus on regional cuisine and ingredients. There will, amongst others, be sugar-free meals and meals will be clearly marked by a traffic-light code (red, yellow, green) to give fans a clear orientation.



When it comes to beverages, the focus will be on inexpensively supplied water combined with reusable cups. As a special incentive, buying a cup of water will be cheaper than buying lemonades. Alternatively, other mega sports events have found water dispensers free of charge to be a good solution.

Small cups will be considered for sales of lemonades as in particular sizes of 0.5 litres and upwards are not suitable for children and are oversized.

3. Movement on the pitch and next to it

Fans will get real incentives to travel to the stadiums by foot or bike. To this end, in all cities there will be special maps featuring the various specially designated "EURO Routes", with info-boxes and small quiz boards on football and health. For each match there will also be large Fan Walks offered for the fans of both teams. At the stadiums, a sufficient number of lockable bike rack slots and charging stations for e-bikes will be provided. As an additional incentive, "Bike Repair Stations" at the stadiums, which will be offered in cooperation with social institutions, have proven to be a valuable asset. All information on active travel will be communicated to fans at an early date online and via the EURO App.

These activities will be closely coordinated with the respective Host City local authority and will be embedded in a holistic communications strategy relating to the topic of "Football and Health".

Other forms of encouraging movement are planned for the stadiums. In the stadium surroundings there will be a fitness course including tips for "everyday fitness". When the players in the national team start warming up on the pitch, there will be a special "EURO 2024 Warm-Up" for spectators that will be screened on the video cubes, encouraging everyone to take part.

LIGHTHOUSE PROJECT 3: EURO-STUDY GROUPS – EXCHANGE PROGRAMME FOR STAFF OF EUROPEAN NATIONAL AND REGIONAL ASSOCIATIONS

Taking its cue from the UEFA Study Group, the DFB is planning to open its doors to staff from European national and regional associations through an exchange programme on discussing the topic of the environment. Under the heading EURO-Study Group, workshops will be held in Germany on different challenges in the design of attractive football offers with special attention to health and healthy lifestyles. All interested associations can participate in the exchange of good practice experiences and learn from other experts in an open exchange.

FAIR PLAY



PROMOTING AND STRENGTHENING FAIR PLAY THROUGHOUT EUROPE

Fairness is an indispensable ethical principle and stands like no other for the values of football. This basic principle cannot be imposed by force, it has to be lived by example day in day out. Therefore, the emphasis must be on repeatedly sensitizing footballers and fans alike to fair behaviour and fairness inside and outside the stadiums.

- While staging UEFA EURO 2024 the Deutscher Fußball-Bund will therefore be increasingly sensitizing all active participants and the spectators to fairness as the basis of competitive sports.
- Fans should be encouraged to act in solidarity and respectfully outside and inside the stadiums and to actively participate in developing measures in order to ensure the better interaction of everyone concerned on the pitch and next to it.
- Young people will form one special focus in this regard.

CONTENTS AND STRUCTURES OF FAIR PLAY AT THE DFB

Since 2014, the Fair Play & Violence Prevention Working Group has been made up of the DFB staff members from different sections, representatives of regional and sub-regional associations, and external experts headed by renowned sociologist and fan researcher Prof. Gunter A. Pilz. In close consultation with the honorary and full-time staff attached to the regional and state associations, the **violence prevention concept "Fair is more"** was developed. The idea rests on anchoring the subject in the Presidential Board's statutes, which is also responsible for it, and also

creating the necessary committees and appointing an executive in charge of the topic from among the staff. The **three components** of prevention = **"promotion of fairness"**, **"early identification"** and **"intervention"** rest on this. The DFB and its member associations have been gradually implementing the violence prevention concept.

THE FAIR PLAY MEASURES INCLUDE:

- **Awards for Fair Play gestures in the state associations and of the Fair Play Medal to the National Winner.** This measure, by showing strong appreciation for gestures of fair play, paints fairness in a positive public light.
- **Introduction and nationwide implementation of the Fair Play League for children's football.** With three simple rules, children in the league's youngest three age groups are given responsibility for how they play and thus scope to develop. This acts as prevention against the at times negative outside influences of adults.
- Nationwide **realization of the "Handshake" ritual** before any game as part of the welcoming culture and optionally to apologize after fouls and after the game as a sign of respect for one's opponents, the referees and fellow players.
- **Annual Fair Play Days**, that started out as the implementation of FIFA Fair Play Days and have now evolved to take place under a new motto each year that references the different actors in football.



Shake hands: Lionel Messi and Marco Reus respect each other.

TWO LIGHTHOUSE PROJECTS EMPHASIZING THE IMPORTANCE OF FAIR PLAY

All too often, media coverage focuses on fouls and unfair behaviour – fair play, by contrast, is only very rarely presented. The DFB therefore sat down with its regional and sub-regional associations and committed to place fair behaviour by everyone involved in football in the limelight. UEFA EURO 2024 with its immense reach and impact even outside Germany and Europe offers the ideal platform for this. With support from and the participation of various internal and external stakeholders, various dialogue formats will be used to come up with a host of ideas to strengthen fair play in football and society accordingly. Experts will evaluate the ideas and then summarize them as extensive campaigns that will centre on two lighthouse projects. The campaigns will have an impact not just in Germany, but in Europe and beyond, and in this way strengthen the idea of fair play.

🏠 LIGHTHOUSE PROJECT 1: "FAIRNESS MESSAGES – BY FANS FOR FANS"

In a participatory process of European dialogue with the support of national and international fan associations, messages will be devised communicating respectful and fair behaviour among fans. These messages (captured in catchy slogans) can, for example, be printed on entrance tickets and drinking cups. As many fan groups as possible will be included and consulted. These messages will potentially already be in use for the qualifying games for UEFA EURO 2024.

🏠 LIGHTHOUSE PROJECT 2: "AWARDING THE FAIR PLAY GESTURE OF THE DAY"

After the match, the Fair Play gesture of the day is honoured. The gesture may have been made by a player, a manager, or a spectator. A key part of the measures is the selection of the Fair Play gesture, which is done by a jury of young people and adults. At UEFA EURO 2024 this jury is made up of national and international celebrities. The Fair Play gesture can then be communicated for example via Twitter using the hashtag #fairplayoftheday. With a special focus on young people, in the run-up to UEFA EURO 2024 Fair Play Monitors will be trained. They will then be included in the jury work and accordingly readied for their tasks in an international (youth) exchange programme. The idea is to test this approach during the qualifying games for UEFA EURO 2024. The goal: to deploy the proven concept during the tournament.

OTHER MEASURES PLANNED IN THE FIELD OF FAIR PLAY:

- Fair Play football tournaments between fan teams from the participating nations before and during UEFA EURO 2024;
- Meetings for fans, where shirts can be swapped, and opinions along with them, under the motto: What unites us?;
- Development of a fan code with fans for UEFA EURO 2024 and for use after the tournament;
- Pan-European discussions and knowledge transfer on the Fair Play League.



CHAPTER 06 SUSTAINABILITY COMMITMENT BY THE HOST CITIES – ACTIVITIES AND PLANNING AT A GLANCE

INTRODUCTION

The bid process to stage UEFA EURO 2024 itself offers Germany's cities an opportunity to channel the interest and enthusiasm that this football tournament will generate in a sustainable and holistic fashion into urban development and thus give rise to a "participative football identity". This sports event has immense potential to advance social issues that will shape the cities of tomorrow – thanks to the linkages to football and its social initiatives. There is great creative scope for this in Germany thanks to the fact that local authorities have great administrative powers and accordingly shoulder responsibility themselves.

UNITED BY FOOTBALL – PARTICIPATION AND INCLUSIVENESS AS THE KEY LEITMOTIF

During the bid process to stage UEFA EURO 2024 the ten Host Cities held local stakeholder dialogue sessions to poll their citizens' expectations and hopes as regards the tournament and jointly develop projects and initiatives. This approach prioritized maximum participation and will be further intensified down the road to the tournament. The diversity and sheer spectrum of programmes and activities already ongoing or planned for the future as regards society, sports development and urban planning will be presented over the following pages – always under our key motto of "UNITED BY FOOTBALL", but also keenly considering the unique characteristics and specificities of each individual city.

IDENTIFY GLOBAL CHALLENGES AND ACTIVELY RESPOND

The cities by no means only act locally. They are fully aware of the great challenges world-wide and consider UEFA EURO 2024 an opportunity to actively try and master them. One consequence of urbanization is that populations are on the up primarily in the metropolises; they will probably be home to 80 percent of the world's population by the year 2050. The emphasis must be on preserving and strengthening social cohesion in the context of migration and an ongoing differentiation of the population. The growing city, the digital city, the learning city – the potentials cities offer for a country's development are immense and to date often go untapped. The great enthusiasm for football can function here as a stimulus for Germany, Europe and the world beyond.



BERLIN

IMPORTANCE OF SUSTAINABILITY IN BERLIN

Berlin has a highly diverse population, and the inhabitants are very committed citizens in all realms of civic life. A multi-faceted array of organizations, initiatives, projects and programmes addresses the topic of sustainability in a myriad of different ways. The current state government guidelines insist on Berlin's sustainable development as a growing city in all the areas covered by policy-makers. To this end, numerous programmes and initiatives seek to harmonize business interests, social justice, cultural development and the protection of the natural habitat.

With the city senate's resolution on "Sports in Berlin – Prospects for a Sports Metropolis 2024", in April 2016 the State of Berlin committed to a sustainable and effective approach in line with ISO20121:2012 for staging sports events. Together with the respective organizers and other stakeholders, strategies and concepts are being developed to fully exploit the economic, social and communications potential of sport events and ensure their sustainability for the environment and sports development in Berlin.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

In line with concepts developed hitherto as part of sustainability programmes for mega sports events in Berlin, the City of Berlin will involve representatives of Sports/Football/Fan Culture (such as the Berlin Football Association, football clubs, Bundesliga men/women clubs, the State Sports Federation, local sports institutions), of city districts and sub-culture networks, Children/Youth Work (youth sports and other young organizations, school sports), the Environment (district green zone offices, local environmental protection organizations) and Diversity (integration, inclusiveness, LGBTQ, anti-racism, etc.) and Europe/International Relations.

ACTIVITIES IN BERLIN

Broad-based participation: Berlin will exploit the potential interest and enthusiasm that UEFA EURO 2024 will kindle in a sustainable and effective manner to structure almost all the social issues touched upon. Berlin prioritized broad-based participation in developing the relevant concepts. To this end, stakeholder dialogues will be held with representatives of the various parts of society and proven partners and successful structures involved. Young people will bring their ideas to bear in the realization of projects. All the concepts and activities in Berlin will take their cue from the nationwide motto "UNITED BY FOOTBALL. IN THE HEART OF EUROPE."

International football festival: Under this heading, one core project as regards social sustainability will be an international football festival for young people including cultural exchange programmes and countless workshops. The City of Berlin will rekindle and advance the successes of the festival held during the 2006 FIFA World Cup in Berlin's Kreuzberg district, organized by the NGO streetfootballworld – this could perfectly be hosted in cooperation with one or several federal agencies.

Football across all borders: Taking as its motto "FOOTBALL WITHOUT BORDERS" on 1 April 2016 Berliner Fußball-Verband with the support of the European Fund for Regional Development (EFRD) and Gegenbauer Unternehmensgruppe launched a new welcoming project for refugees. The project seeks to integrate refugees in collaboration with Berlin clubs, offering sessions for trainers, connecting football clubs, social agencies and projects, and hosting tournaments and workshops. All these measures could also take place in the context of UEFA EURO 2024. This project highlights football's powers to integrate and strengthen the sustained co-existence of the different cultures that make up Berlin.

Fair-play gesture of the month/year: The Fair-Play Gesture of the Month is a competition to promote fair play in Berlin's sports facilities, which BFV first launched back in the 2007–2008 season. Each month, the detailed descriptions of fair-play gestures that are submitted are reviewed and one special gesture chosen – which then receives the award. In addition, since 2013 at the beginning of each year the three annual winners get special prizes on top. There is a strong awareness of the prize in clubs and it has helped improve inter-personal relationships on Berlin football pitches, where tempers can fly from time to time. A campaign of activities as part of UEFA EURO 2024 would immensely strengthen the volunteers involved and testify to the progress the football clubs have made in this regard.

Berlin Football Festival: BFV has taken a clear stand against violence and racism with its Berlin Football Festival. In recent years, Berlin citizens have enjoyed a great football day with countless activities for the entire family. The day also features any number of tournaments for young people and adults as well as information booths on topics such as healthy nutrition, preventing violence, racism and homophobia, preventing drug addiction, and anti-discrimination. Such a football festival could also take place centrally in Berlin in 2024 as part of the accompanying municipal programme, presenting the capital's diversity and open-mindedness.



Berlin celebrates football – with sports and a colourful accompanying programme.

COLOGNE



Under the sign of the twin spires: In Cologne, many strong stakeholders are championing UEFA EURO 2024.

IMPORTANCE OF SUSTAINABILITY IN COLOGNE

Cologne accords a high priority to sustainability. The City of Cologne and its subsidiaries are committed to sustainability and assume responsibility accordingly. Not least Lady Mayor Henriette Reker personally and regularly reiterates Cologne's commitment to sustainability – the topic is very close to her heart. Cologne wants to assume responsibility for the topic and advance and realize existing guiding principles, specific projects and activities. In particular in past years, increasing importance has been attached to positioning sustainable issues as a core topic in Cologne's overall strategy.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

The City of Cologne, specifically the City's Sports Department, leads the development of a sustainability strategy for the socially responsible organization of UEFA EURO 2024. As part of a modern tendering process, the City of Cologne has moreover within the national bidding process already brought key stakeholders in Cologne in the field of sustainability together (including Kölner Verkehrs-Betriebe (KVB), Verkehrsverbund Rhein-Sieg (VRS), RheinEnergie AG and Abfallwirtschaftsbetriebe Köln GmbH) in a corresponding coordination committee. Together with these partners, the City of Cologne will make sure that the impacts of UEFA EURO 2024 as regards energy, water, waste, etc. are kept as minimal as possible and constantly monitor this. Moreover, as at past events – the City of Cologne will prepare studies and investigations together with Deutsche Sporthochschule Cologne for UEFA EURO 2024 examining and recording the positive impact of the tournament on Cologne as a Host City. Lead-managed by the City of Cologne Anti-Corruption Officer and the respective experts in all the City's subsidiaries and on the basis of the above-mentioned measures and standards, the City of Cologne has also taken steps to realize and respect the anti-corruption and compliance standards published in "A Strategy for Safeguarding against Corruption in Major Public Events". A dialogue forum that includes local and regional representatives of sports clubs and associations, companies, religious communities, non-profit foundations, academics and fan projects is scheduled for early summer 2018 – potentially in the framework of the DFB Women's Cup Final on 1 May 2018 in Cologne. It will, in the course of several rounds of talks, nurture an exchange of ideas and a discussion of projects that could contribute to developing a joint sustainability concept for Cologne.

ACTIVITIES IN COLOGNE

Permanent focal point: Given the growing administrative tasks for clubs and the new standards they have to meet, in part set by the political decision-makers, the City of Cologne plans to support amateur and/or youth football as part of UEFA EURO 2024 by putting in place a focal point who will be a member of the permanent staff; the focal point will advise and support clubs in Cologne. This will be a clear sign by the City of Cologne that the club world greatly enriches Cologne and needs to be preserved. This is taking place specifically against the background of the fact that the scale of issues addressed by clubs no longer means they can handle things with voluntary staff. The goal is to create a focal point who, for example, is attached to the district administrative office, and who assists clubs with applications, advises them and has the relevant expertise to assist with their undertakings.

Sustainable means of transport: Since 2015, the bike-hire service run by KVB (and by Deutsche Bahn) has added another means of sustainable transport for Cologne. Cologne inhabitants can now rely on 1,460 KVB bikes and some 50,000 users are already registered. Together with KVB, for UEFA EURO 2024 the City of Cologne will produce multilingual guides for fans and guests communicating how easy these hire bikes are as a means of sustainable mobility, motivate them to use the service and potentially increase the number of KVB bikes even further. Accordingly, in the stadium surrounds there will be new bike racks and charging stations for e-bikes – outside the security perimeter. The hire bikes are available 24/7 on 365 days of the year. They thus perfectly complement the busses and rail services.

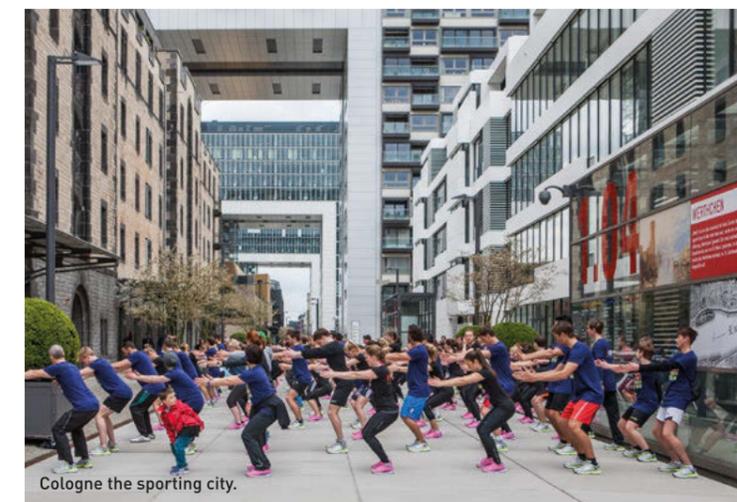
Eco-friendly procurement: In the procurement context, local authorities such as the City of Cologne have a special political duty to buy in eco-friendly products and services. By considering environmental factors in the procurement of products and services for UEFA EURO 2024, the City of Cologne is glad to play a pioneering role in this regard. The goal: to factor in all eco-issues in procurement procedures by the Host City relating to UEFA EURO 2024. Actual measures could thus involve the City of Cologne and Kölner Sportstätten GmbH outlining eco-aspects in all the relevant tenders relating to UEFA EURO 2024 and insisting they be met; this could occur, for example, using the "Blue Angel" eco-seal or the European Environmental Seal.

SmartCity Cologne: SmartCity Cologne is a platform for different climate-protection and energy-transition projects. Anyone can take part: private individuals, companies, associations and initiatives. Together, intelligent ideas and pioneering technologies will be developed that make Cologne that little bit more enjoyable.

Energy & Climate 2020: Back at the end of 2007 RheinEnergie AG as a wholly-owned subsidiary of the City of Cologne launched its climate protection programme "Energy & Climate 2020" in order specifically to counteract the inroads of climate change. The goal is to save as many as 150,000 tons of CO₂ a year. The additional funding this requires (about 25 million Euros) have since then been supporting four modules: The expansion of the remote heat network, boosting the use of renewable energy, improving energy efficiency, and the support programme for climate elements.

Anti-corruption and Compliance Standards: In the City of Cologne the municipal council has resolved a comprehensive list of measures to implement and respect anti-corruption and compliance standards. The list includes three approaches (staff relates, organizational, and politics-related) and a Code of Honour. Moreover, there are compliance standards for all the City of Cologne subsidiaries. To this end, the City of Cologne's Public Corporate Governance Code has been published as the standard to boost efficiency, transparency and control in the City of Cologne's subsidiaries.

Keep fit – with the help of UEFA EURO 2024, too.



Cologne the sporting city.

DORTMUND

IMPORTANCE OF SUSTAINABILITY IN DORTMUND

In 2014, Dortmund was nominated Germany's most sustainable big city as part of the German Sustainability Awards. The national jury of experts lauded it for the fact that "measures and projects focusing on sustainable development are often issues reserved for the paramount policymakers." Numerous means of ensuring participation and the broad involvement of people, businesses and local institutions have led to the idea of sustainability enjoying great acceptance. The special significance of regionally connected activities down the path to sustainability is nurtured, for example, through close cooperation with other cities in the Ruhr region.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

It has for many years been customary practice to discuss urban development issues in consultation with city players from the worlds of business, science, public administration, politics and civil society. All manner of event formats are used in this context to involve the interested parties. For example, as part of Masterplan events (environment, mobility, climate protection, retailing, housing, integration, etc.) intensive consultation processes have been held on each aspect. At the district level, as part of integrated city quarter development concepts, at regular intervals the opportunities and risks of the respective quarters are closely discussed with citizens.

In the framework of the sustainability strategy, the topic of Fair Trade / One World has been structured along with 80 different partners as the Dortmund Campaign Alliance for Fair Trade. Regularly, representatives of schools, church groups, retailers, consumer advice groups, kindergartens, one-world centres and information centres meet and discuss relevant issues.



Colourful and loud:
A music festival in
downtown Dortmund.

ACTIVITIES IN DORTMUND

FAIR FRIENDS trade fair: The DFB and UEFA could present their activities relating to human rights, labour standards, integrity and fair trade at Germany's largest trade fair dedicated to fair trade, sustainable lifestyles and entrepreneurial responsibility, the "FAIR FRIENDS" held at Messe Westfalenhalle Dortmund – and discuss their efforts with various stakeholders and visitors. The FAIR FRIENDS trade fair is a firmly-established format and offers many opportunities to explore and debate the interfaces between the topics of sports, society and justice. Not just the close proximity to the SIGNAL IDUNA PARK offers numerous areas for exploring interesting event formats. The City of Dortmund as the capital city of fair trade and a fair-trade town has for a long time been especially committed to the principles of fair trade, the preservation of human rights and integrity, as well as a more just structure for globalization. A campaign alliance with about 100 different players from civil society, commerce, schools, consumer advice groups, and church groups develop and carry out campaigns and projects.

DORTBUNT! One City. Many Faces: At the "DORTBUNT! One City. Many Faces" festival the city presents its colourful and multi-faceted world at many a plaza, stage and place. The emphasis is on active anti-discrimination efforts and promoting diversity. Downtown, institutions, associations, initiatives, the church, trade unions, cultural entities, municipal agencies and many others present their work. Visitors can engage with the different stakeholders and other participants.



Mobility Masterplan 2030: The Mobility Masterplan formulates a transportation strategy and integrates the key current transportation plans, individual concepts and recommendations for advancing mobility offerings and current issues such as local mobility, electro-mobility and climate protection and clean air measures. It seeks to cover all aspects of transportation: local public transport, cyclists, pedestrians, cars, parking, street-world design, goods transports, mobility management, and transport safety. A working party made up of the various target groups supports the project and devises a new "Guideline for Mobility Masterplan 2030" for the transportation future of Dortmund.

Electro-mobility: The topic of electro-mobility is becoming ever more important and is increasingly taking the public limelight. The topic's complexity requires a large amount of coordination, PR work and information, meaning interaction between all the different players also needs to be fostered. Lead-managed by the executives on the KEK Consultation Party for Energy Efficiency and Climate Protection and from the Dortmund Business Promotion Council, an interface has thus been created between the civic administration, the business promotion council, businesspeople, academics, and citizens. In this way, companies and citizens can consult a single, uniform entity with regard to all electro-mobility issues. The "Electro-Mobility Steering Committee" supports the countless activities by companies, associations and institutions.

Electric cars in
Dortmund.



With its "Dortmund electrifies" project and the exemplary use of electric vehicles, the City of Dortmund sets out to show that this is meaningful, feasible and possible in everyday life. It intends to be a trailblazer in this regard and encourage others to follow, by making electro-mobility visible for all to see and experience, boosting citizens' acceptance of such means of transport. The idea: to show prejudices against electro-mobility are unfounded by revealing what the real performance is, and also highlight that the infrastructure in place in Dortmund is well suited to the use of electric vehicles.



Idyllic: In Düsseldorf the rhine is just perfect for a stroll.

IMPORTANCE OF SUSTAINABILITY IN DÜSSELDORF

The topic of sustainability plays a crucial role for all events in Düsseldorf as a sports city. All the different facets of sustainability are consistently brought to bear: from optimizing mobility, lowering the consumption of energy, water and other resources, minimizing/avoiding waste, through to the social aspects. As a sports city, Düsseldorf has the philosophy, when developing outstanding sports events, that international top events become lighthouse projects that serve both external and internal city marketing efforts and in the best possible case thus trigger social change in the respective area. A current example of this: the way Düsseldorf staged the Tour de France prologue in summer 2017. That major event prompted countless initiatives that placed the topic of "cycling" firmly in the minds of very many people in the long term. The City of Düsseldorf is convinced that staging UEFA EURO 2024 will provide a high-profile stimulus for local and regional football, and for the city's sports world as a whole.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

The following will all be involved in the planning, organization, realization and workflow of UEFA EURO 2024: the Office of the Lord Mayor (overall coordination), Düsseldorf Congress Sport & Event GmbH (Arena operating company), Düsseldorf Tourismus GmbH (tourist aspects, hotels, fan zones), Düsseldorf Marketing GmbH (city marketing, outdoor advertising), the City of Düsseldorf Office for Transportation Management (transport infrastructure), Düsseldorf Airport (arrival/departures hub), Rheinbahn AG (local public transport authority), City of Düsseldorf Public Order Department (proper regulation of public life), Düsseldorfer Turn- und Sportverein Fortuna 1895 e.V. (Bundesliga football club), City of Düsseldorf Legal Department (legal aspects). All these institutions are involved in the overall UEFA EURO 2024 project through regular steering committee meetings and information events.

ACTIVITIES IN DÜSSELDORF

Youth EURO football tournament: As part of our participative-identity approach, a European mini-football tournament will be played between Düsseldorf schools. Each school will be given a European partner country. The football tournament will start the school year prior to the European Championship in order to sensitize the children and young people to UEFA EURO 2024 and ensure they actively participate in the experience. Victories will be possible not only out on the pitches. There will also be a focus on the culture of the respective country, on its food and music traditions. These projects will be presented on the final weekend. The assessment of the overall performance will include how a school approached the respective culture. The final round of the mini-championship will take place at the Arena-Sportpark. The goal: not only to take UEFA EURO 2024 out into the schools, but via the children to reach the families, too. Since the football tournament starts a few months before the main event, UEFA EURO 2024 will be established as a topic well before kick-off.

AGENDA 2030: At present, the city is devising a new concept to root sustainability at the local level. It is based on the UN's Agenda 2030 of Sustainable Development Goals. The Düsseldorf City Council resolved this by a large majority on 17 November 2016. The City of Düsseldorf grasps sustainable development as a local cross-cutting task that relates to all sections and specialist tasks in public administration and the subsidiaries. Proven players such as the Lokale Agenda 21, the Eine Welt Forum, initiatives and committed citizens will all be involved in the Düsseldorf Agenda-2030 process. There are already manifold sustainability activities underway. They range from the so-called "Diversity Charta", which seeks to guarantee a working environment free of prejudice and discrimination, and the local agenda for "Think Global, Act Local", to sustainable procurement of goods of all sorts.

Electromobility and barrier-free facilities action plan: A new action plan for the promotion of electromobility is intended to help reduce congestion on the city's roads while enabling individual citizens to remain just as mobile as before. As such, the action plan represents an important element in viable, efficient, and environmentally friendly mobility. Improved connecting (physical and digital) of the various forms of transport with a view to promoting multi and inter-modality in connection with car sharing (as far as possible electric) is a further focal point of the measures aimed at promoting sustainable and environmentally friendly mobility. This way, the capital city of the State of North Rhine-Westphalia is setting out on a path that assures future mobility which brings the transport system's dependence on fossil fuels to an end, without, however, restricting individuals' mobility needs. To this end, in the coming years two bus routes will be equipped with emission-free vehicles. According to current plans, Rheinbahn AG will begin the standard acquisition of electric busses as of 2023.

Green Globe Certification Standard: The Green Globe Certification Standard offers the various companies a professional, sector-tailored framework for comprehensive appraisal of their services in the field of sustainability, based on the three pillars of environmental friendliness, social responsibility, and economic viability. The assessment is conducted locally by an accredited, independent auditor. With a view to anchoring the topic of sustainability in the congress, convention, and event sector, the German Convention Bureau e.V. and the European Association of Event Centres (EWVC) have agreed to cooperate with Green Globe. All sports and entertainment venues operated by Düsseldorf Congress Sport & Event are Green Globe-certified. These include the ESPRIT arena, a UEFA EURO 2024 Host City venue.

FRANKFURT

IMPORTANCE OF SUSTAINABILITY IN FRANKFURT

Three awards represent examples of how Frankfurt has developed into a sustainable city: In 2010, Frankfurt launched its bid for the European Green Capital Award 2014, for which it was ultimately one of the three finalists. The bid marked the starting point of the path to Green City Frankfurt. In 2015, the Dutch design and consultancy firm Arcadis published a global ranking which compared the sustainability of cities worldwide for the first time. Fifty cities on all the continents were examined according to the sustainability criteria "People", "Planet", and "Profit"; in the overall index Frankfurt took first place, ahead of London and Copenhagen, which made it the "world's most sustainable city". At the first "Education for Sustainable Development" congress in 2016, the German Commission for UNESCO and the Federal Ministry of Education and Research, bestowed a total of four awards on the City of Frankfurt and its networks for sustainability.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

The City of Frankfurt, together with the institutes "Institut für Kooperative Planung und Sportentwicklung (Institute of Cooperative Planning and Sport Development, (IKPS)) and Institut für Sportwissenschaften und Sport (Institute of Sports Sciences and Sport, (ISS)), as well as with all the stakeholders relevant to

sport in Frankfurt – including municipal authorities, political decision-makers, Sportkreis Frankfurt (the umbrella organization of sports clubs in Frankfurt) and Frankfurt gymnastics and sports clubs, the University of Frankfurt, and Landessportbund Hessen (the federation of sports clubs and associations in Hessen) – has drawn up the "Sport Development Plans for Frankfurt/Main" with 99 measures and recommendations for action in the fields of "Sport and Movement Opportunities", "Organization" and "Infrastructure". One of many results was the highly successful beach soccer project established by the Kinderbüro (the lobby organization for children) on the occasion of the FIFA Women's World Cup 2011. Six children's centres are now equipped with beach soccer pitches, and more are envisaged as part of UEFA EURO 2024.

In the sustainability forum set up in 2010, Frankfurt dignitaries from business and science, institutions, and associations formulate their view of the tasks and objectives of sustainable urban development. Regular soirées serve formatted consultation between members and city politicians. Furthermore, attended by experts and interested members of the public, informative public events about sustainability topics relating to the ongoing Green City process engender productive, constructive exchange and provide important stimuli.

The work performed by the "Umweltforum Rhein-Main" (Rhine-Main Environment Forum), a union of a number of companies, institutions, associations, initiatives, authorities, and private individuals aims to promote continuous environmentally friendly development and environmental protection within the meaning of Agenda 21. It is a regional network and has vast experience in the field of sustainability/environmental audit/ISO 14001.

On the back of the bid for UEFA EURO 2024, in early summer 2018 the City of Frankfurt will initiate a stakeholder dialogue with representatives of a wide range of society (sport/football, public health department, trade unions, environmental authority, schools department, Kinderbüro, welfare organizations, senior citizens' advisory board, lesbian and gay associations, representatives of various religions, etc.) relating to the sustainable development of the topics health, environment, fair play, diversity, human rights, promotion of football, fan culture, international encounters, and much more.

Staying on the ball: The stakeholder dialogue format in Frankfurt.



Fun-time: Children playing soccer in the sand.

ACTIVITIES IN FRANKFURT

Climate protection: UEFA EURO 2024 can help climate protection objectives be achieved by the events being staged in line with the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) criteria for sustainable sports events. UEFA EURO 2024 could well benefit from the experience gained by the city's Environment Forum with regard to the organization of the Frankfurt marathon, which in 2016 was honoured for being a very good example of a sustainable sports event. Important sustainability projects conducted by the city, such as "Aktion Klimagourmet", which provides information about the link between nutrition and climate protection, could likewise be a help with organization and implementation.

25 years ago, the city set up its own energy agency; in 1990 it was a founding member of the Climate Alliance of European Cities, which are committed to reducing their CO₂ emissions by 50% by 2030. Since 1990, Frankfurt has lowered its per capita CO₂ emissions by 15%, while at the same time increasing its economic power by 50% and available office space by 80%. The Frankfurt master plan "100% Climate Protection" goes a step further. By 2050, 100% of Frankfurt's energy is meant to be from renewable (and primarily local) sources. In the form of Frankfurt's green belt, which also includes Germany's largest urban forest and which, with a surface area of more than 8,000 hectares (= a third of the city), surrounds the city, inhabitants and visitors can enjoy an attractive nature reserve and local recreation area, which is by-law protected from development, and which underpins the character of the compact city of short distances. The recognition of Frankfurt in 2014 as European City of Trees for the particular quality of the manifold activities relating to the preservation of the city's trees underscores the efforts for sustainable greenery in the city.

Transport infrastructure: Prior to UEFA EURO 2024, a quantitative analysis for local public transport will be drawn up as early as possible. During the tournament, all available local public transport resources will be concentrated on the event, i.e., if necessary, a new infrastructure will be created, and/or new vehicles acquired, which will also be used for "normal services" after UEFA EURO 2024. The situation is similar with regard to motorized private transport: In conjunction with UEFA EURO 2024, investments will only be made in infrastructure which can and will be used after the tournament. Non-sustainable transport infrastructure measures will be avoided in Frankfurt.

Youth work: In 2017, the "Sportjugend Frankfurt" project "Mobile Youth Work: Midnight Sport in Frankfurt Districts" celebrated its 20th anniversary. The Frankfurt "midnight sport project", which the German parliament's Committee for Children and Youth recommended for other cities as being "extremely exemplary", is a collaborative project between Sportjugend Frankfurt and the Municipal Sport Department, the Youth Welfare Department, the Municipal Schools Department and the State Department of Schools, the Prevention Committee, and the Police Headquarters. Through approximately 150 events held in various Frankfurt districts, it reaches more than 10,000 children and youths between the ages of 14 and 25. During these 20 years, the level of acceptance and enthusiasm among the youngsters has been unabated. From the outset this unusual sport format has provided a marvellous opportunity to bring together youngsters with a migration background, or from educationally disadvantaged classes in particular, to play football. Since 2015, teams from facilities for unaccompanied under-age refugees have also taken part in the end-of-year tournament.



GELSENKIRCHEN



Where the future is being researched:
Wissenschaftspark Gelsenkirchen.

IMPORTANCE OF SUSTAINABILITY IN GELSENKIRCHEN

On the basis of the City Council's resolution in 1997 to develop a local aGenda 21, the local aGenda 21 Office was set up to act as an organizational and information centre. It promotes, structures, and documents the aGenda 21 activities in Gelsenkirchen, including the supervision and support of municipal and civic working groups and providing extensive help with the planning and implementation of numerous projects. As such, over the past few years a network of very different players has grown from the bottom up. It has its roots in working groups and more than 60 projects, as well as the aGenda 21 workshop. From the project and networks to structure, it is particularly evident in the advancement of project-oriented work, through to systematization in administration through Agenda2030 and participation in global work networks.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

As a networking and information centre in the field of sustainable development, the aGenda 21 office involves the entire municipal authorities at local level. Companies, cooperatives, associations, federations, churches, institutions, authorities, and civil society have been and indeed still are being included in the process. The network comprises more than 100 partners, for example the business development agency, Gelsensport (the umbrella organization for the city's sports clubs), Volksbank Ruhr-Mitte [Management Board area 4], the Protestant churches, independent sponsors, Nachbarschaftsstifter (representing the interests of senior citizens in the city), kindergartens and schools. From a project to a principle to a basic structure, the aGenda 21 office has come ever more widely connected, in the city itself, as well as nationally and globally, as its collaboration with other municipalities in the UNESCO Network of Learning Cities and its links with other cities taking part in the Future City competition clearly demonstrate. Through the LAG21 network, the aGenda21 office is in contact with other cities. Gelsenkirchen is also networked with other municipalities involved in the UN Decade of Education for Sustainable Development (ESD), and through its many awards in the field of ESD is in regular contact with Prof. de Haan from the German Commission for UNESCO.

ACTIVITIES IN GELSENKIRCHEN

UN Decade City: On 19 June 2008, the Council of the City of Gelsenkirchen voted unanimously to make education for sustainable development, within the meaning of the UN Decade, the city's guiding principle. The municipal authorities were thus tasked with advancing previous activities in the field of education for sustainable development and preparing and conducting a bid for the City of Gelsenkirchen to become a UN Decade City. As a result, in 2010, 2012, 2013, and 2014 it was honoured with the UNESCO title of City of the UN Decade "Education for Sustainable Development", and in 2012 with the German Sustainability Award Special Prize in the category Education for Sustainable Development. ESD-related work in Gelsenkirchen is characterized by a culture of reward, as well as appreciation and recognition of the work performed, for example by including active players in (consultation) processes. In this context, the process to becoming a Fair-trade city and the annual Stadtradeln cycling campaign deserve mention. Furthermore, there are measures in place, which by virtue of creating awareness have actually resulted in a change in behaviour. Projects such as "KlimaGenial", "GutGemischt-Mobil", and "Ökoprofit" are producing a reduction in CO₂ emissions, in private households, as well as in business, in the entire city's CO₂ footprint.

Agenda2030: In 2015, the United Nations developed the Agenda 2030 – think globally, act locally and impact globally – featuring 17 Sustainable Development Goals (SDGs). The advanced version of the Agenda 21 and the list of SDGs now form the basis of local and global measures. The agreement by the City Council in November 2015 to be the first German city to implement the global Agenda2030 and conduct the new measure "Coordination of Municipal Development Policy" now forms the basis of local and global sustainability measures in the city. From a project, via networks, to a principle, all in the framework of a bottom-up process – this is the path Gelsenkirchen has been taking since 1997 with regard to its sustainability activities. In the next two years, the focus will be on systematizing local and global activities.

Learning City: "Gelsenkirchen the Learning City – Education and Participation as a Socio-Spatial Development Strategy" is the title of the City of Gelsenkirchen's entry for the competition Zukunftsstadt 2030+ (Future City 2030+). The competition involves cities throughout Germany, drawing up a plan of the form the city of the future might take. Long-term development strategies geared to sustainability as the guiding principle are needed if major global and local challenges are to be overcome. The term "future education" is the focal point, i.e., the combination of inclusive, equal-opportunity, and high-quality education and "education for sustainable development". Consequently, in 2016 Gelsenkirchen was the first big German city to become a member of the UNESCO Global Network of Learning Cities, and in 2017 it won the Learning City Award.



In 2017, Gelsenkirchen won the prestigious Learning City Award.



Hamburg's over-ground LRT with the world-famous Elbe Philharmonic Hall in the background.

HAMBURG

SUSTAINABILITY IN HAMBURG

Sustainable actions are an extraordinarily high priority for the Hamburg Senate. Its official policy is based on the principle of sustainability. In July 2017, Hamburg adopted its strategy for "The Implementation of the United Nations Sustainability Goals in Hamburg". In the Agenda 2030 and its Sustainable Development Goals cities are assigned a special role and responsibility [see Goal 11]; they are the cause of problems as well as the place where solutions can be tested and implemented. With its roadmap, Hamburg intends to play its part in viable development worldwide and has decided how the Sustainability Goals are to be achieved in the next few years – quite specifically and in close contact with civil society in the form of projects in the fields of environmental protection and urban development, business and financial policy, participation in society and social cohesion, as well as education and science. The following cross-cutting issues should always also be taken into consideration for all measures: Hamburg's global responsibility, equality, combatting corruption, art and culture, and the "Digital City" strategy.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

The strategy for implementing the Sustainable Development Goals (SDGs) in Hamburg was developed in five workshops held together with civil society. At these, requirements of the process and structure, regulations (for example, "comply or explain"), tools (for example, monitoring with indicators), communication and participation were drawn up on the basis of consensus.

In acknowledgement of the fact that implementation of the Agenda 2030 in Hamburg can only succeed on the back of intense interaction with civil society and its close involvement in the SDG implementation process, this is to be promoted through the setting up of a "civil society committee". A proposal for the shape the committee will take (format, duties, facilities) will be devised in the first six months of 2018 by civil society representatives.

Themed temporary brainstorming workshops/labs will be organized with a view to using the knowledge of experts from science, municipal authorities, business and civil society for the process, and to addressing specific issues in greater detail. Brainstorming workshops and labs will be used for issues with high transformation and conflict potential. Conflicts of interest and objective are one range of issues that labs could focus on so as to come up with new integrated plans and solutions.

ACTIVITIES IN HAMBURG

Sustainable major event: The aim is to organize the matches in the stadium, as well as public viewing events in a sustainable way. Here, Hamburg is building on its firm objectives and experience/awards: Hamburg is an organic city, Hamburg is a Fair Trade city, Hamburg is one of the European Green Capitals (2011), Hamburg intends to establish sustainable procurement, and Hamburg pursues a goal that entails events in the public domain (from street festivals to events) being ever more sustainable. The city is currently gaining practical experience with the "altonale", a street and cultural festival.

Sustainable mobility: A range of measures reaches from improved connections to the stadium through the new U5 underground line to bicycle links to the stadium (velo route, cycle lane, etc.), as well as priority pedestrian pathways and cycle links with the event venues in Hamburg.

Improvements to the stadium: The social and ecological baggage the stadium entails could/should be reduced/improved. This includes barrier-free facilities as well as energy and resource-saving technology that meets present-day standards.

Sustainable procurement: Procurements made by the city will become sustainable. As an advancement of the environmental guidelines, which very successfully introduced ecological criteria for public procurement, social criteria will now be taken into consideration in purchasing. The fact that only Fair Trade coffee is now served in public institutions is a first step in this direction. Other products such as textiles and furniture are set to follow; in the selection of these, adherence to social standards and production conditions in the countries in which they are manufactured will also play a deciding role.



Electric car in downtown Hamburg.

Sustainable urban development: In the east of Hamburg, a new district by the name of Oberbillwerder is to be built that will set new urban development standards. The development of a new district with several thousand dwellings will see the formulation and implementation of new solutions for sustainable urban development. This means the various requirements relating to energy, climate, transport, education, local business, biodiversity, affordable housing, social inclusion and provision of open spaces being reconciled with one another – an ambitious goal, which requires great commitment on the part of the players involved.

Agenda 2030: The Agenda 2030 addresses not only the issues the City of Hamburg faces locally, but also its global responsibility. As the "gateway to the world", Hamburg cultivates lots of contacts across the globe. Spearheaded by the environmental authority and financed by the Federal Ministry of Economic Cooperation and Development, the new environmental partnership between Hamburg and Mexico is a new project. Experts from Hamburg exchange opinions and ideas with colleagues in equivalent institutions in Mexico. Urban development and environmental protection issues they address include, for example, sustainable land use and municipal infrastructure. Furthermore, Hamburg intends working with its partner cities on implementing the UN Goals.

Hamburg is prioritizing eco-friendly transportation.





City with a history.
Leipzig is always
reinventing itself.

IMPORTANCE OF SUSTAINABILITY IN LEIPZIG

Leipzig is a pulsating and dynamic city where sustainability is lived in all its different facets in many places. The city focuses on various sustainability themes by, for example, operating a climate protection control desk and intending to gear all procurement to fair trade criteria. As a symbol of the successful efforts, in 2015 the city placed 4th in the Fair Trade Capital competition and in autumn 2017 received the European Energy Award in Gold. Moreover, there are many highly active civil society associations that address the countless topics relating to sustainability at the local, national and global levels.

INVOLVEMENT OF PARTNERS AND STAKEHOLDERS

Since the City of Leipzig tries in many ways to act sustainably, it also works with countless different parties and participates in various formats. The local Agenda 21, for example, is run by a coordination committee consisting of representatives of various social institutions (municipal councillors, members of the city administration, civil society organizations). It sets the emphasis for the sustainability effort and stimulates specific activities. It convenes about twice a year. The Leipzig Agenda 21 Advisor Council has the duty of providing fundamental content and strategic recommendations.

There is also a steering committee that discusses the city's various fair-trade activities. It likewise consists of representatives of the city administration, politicians and civil society organizations. The steering committee plans systematically how to press the pedal on integrating the idea of fair trade into municipal life.

ACTIVITIES IN LEIPZIG

Everything close at hand: Climate protection will also be taken firmly into account in Leipzig during UEFA EURO 2024. For example, the transportation concept is geared to the overall events concept of "Everything close at hand". From downtown, the stadium, railway station, bus terminus, Fan Fest, Fan Mile and key cultural institutions can all be reached quickly by foot. Thanks to one of Germany's closest-meshed tram networks visitors can, moreover, reach UEFA EURO 2024 events comfortably and in an ecologically sustainable manner from the suburbs and surrounding region. The digital transportation hub makes certain that vehicles scheduling can be adjusted at any time to visitor volumes.

School Soccer Cup: From May 2018, the City of Leipzig Football Association will run a School Soccer Cup series for girls in Leipzig. About 2,400 Leipzig school girls will in this way be able to take part each year in an easy entry into organized football. The specific objectives: to promote social skills, fairness, team skills, and learn rules and values. The focus is primarily on special-needs target groups, such as the socially weak and people with a migration or refugee background.

Soccer Tour: With a Soccer Tour destined to run for several years, a large Leipzig football club will dedicate itself to the sustainable integration of children and young people from a refugee background, likewise starting in 2018. On the basis of sports events, appealing spaces will be developed and established where people from social flashpoints can meet, offering a low-level forum for assistance and interaction. The goal: through a joy of sport and joint interaction to foster a certain understanding of the young people for peaceful co-existence between people from different social strata and cultures.

Fairtrade Town: On 26 September 2011, the City of Leipzig was honoured for its efforts on behalf of fair trade with the title of "Fairtrade Town". Fair trade guarantees people in developing countries safe labour conditions and a fair wage for their labour. Only those products that meet the criteria of free trade bear the Fair Trade seal. Since winning the title, there have been regular events and campaigns designed to draw attention to the topic of fair trade. At the Fair Trade Capital competition awards ceremony in 2016 Leipzig won one of the five prizes, worth 12,500 Euros, for its exemplary activities.

Climate Protection: Ever since the City of Leipzig won the "European Energy Award" (eea) as a "European Energy and Climate Protection Municipality" in 2011, climate protection has played a key role in city life. In September 2014, the city defended its title and thus laid the foundations for its future certification with eea Gold. Key conditions for this are to compile a new "City of Leipzig Energy and Climate Protection Programme 2014–2020" that the City Council then resolved on 21 May 2014. The ECCP includes a detailed list of measures that are audited each year by the eea and the implementation status is then published.

Agenda 21: A high quality of life, a powerful business structure with sufficient jobs, and a healthy and intact environment as well as peaceful co-existence are all requirements the City of Leipzig seeks to meet. And in this way it aspires to continue to grow "sustainably". This hinges on the insight that we may only use our world to meet our own standards in a manner that future generations will also be able to do so. Leipzig's Agenda 21 is an initiative at the interface between civil society, corporations and the city administration that advocates applying this principle wherever possible.



Leipzig advocates
Fair Trade.



STUTTGART

WHAT SUSTAINABILITY MEANS IN STUTTGART

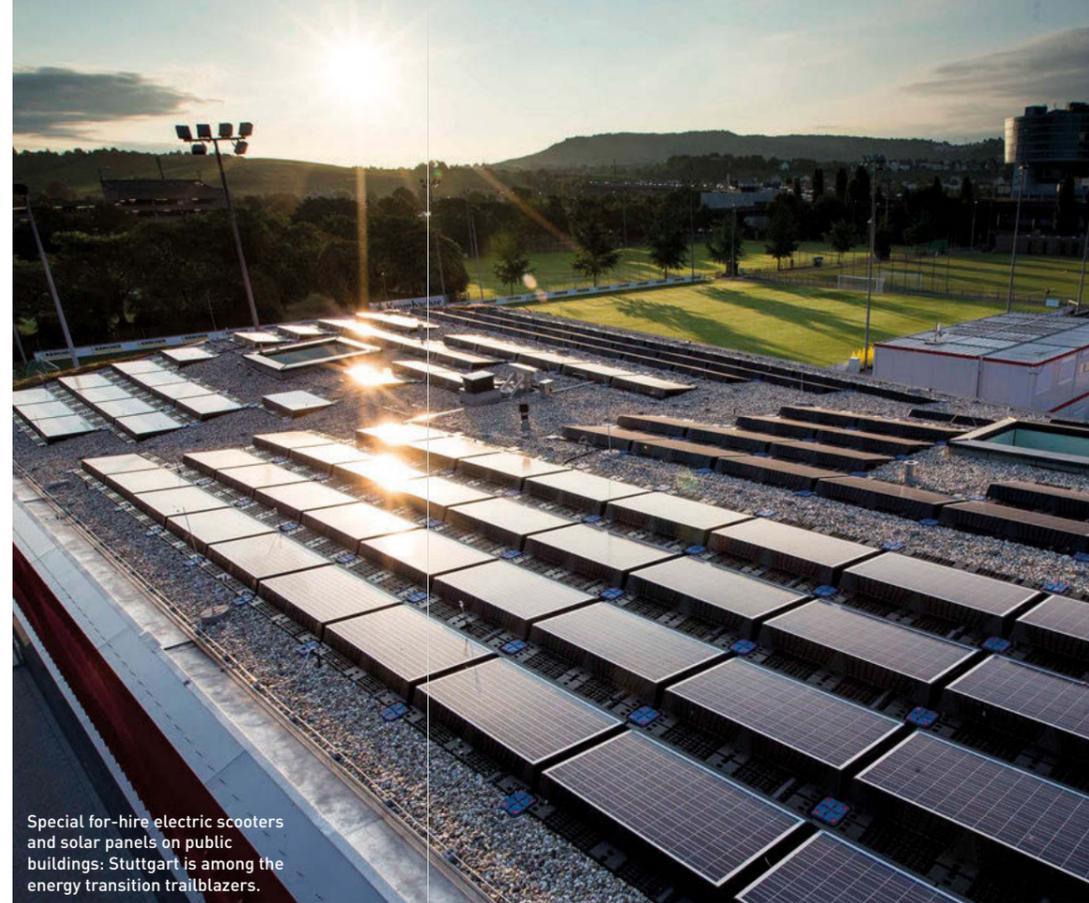
Stuttgart has evolved guidelines and visions that govern activities in all areas of society. These are: **Stuttgart as a feel-good city** in the realms of family, home life, work, leisure and sports; **Stuttgart as a social city**; **Stuttgart as a mobility showcase** in and around Stuttgart; **Stuttgart as a city of commerce and innovation**; **Stuttgart as a city of intellect and culture**; **Stuttgart as a cosmopolitan city**; **Stuttgart as an ecological city**.

As a matter of principle, the topic of sustainability with the three pillars of environmental protection, social impact and economic factors is a core political issue in Stuttgart that is taken into consideration in all the municipal departments and in all steps the local authorities take. All the civic agencies and companies in which the city holds a stake have dedicated sustainability officers.

INVOLVING PARTNERS AND STAKEHOLDERS

As part of sports development, the city hosts round tables on a wide variety of thematic issues and relies on networks in the respective districts of Stuttgart. Prime examples of this are the Round Tables to “promote movement among children” or “promote movement among the elderly”. Alongside clubs, all the relevant institutions involved (e.g., from the fields of sports, health, youth work, education, social welfare, diversity, and international affairs) take part in the discussions of the topics in question. The round tables also plan and realize programmes and projects.

Sport and movement play a key role in terms of urban development and realizing our social city agenda. Urban development and sports development are also being promoted in the context of the DOSB “Lively Cities” project, which the City of Stuttgart is realizing together with Sportkreis Stuttgart. The Trend Sports & Zones for Movement Masterplan newly resolved as part of the City of Stuttgart’s budget will bring together measures for urban spaces that support movement and closely dovetail the fields of urban planning, green zone planning, health and sports. The “Sustainably Mobile in Stuttgart” Action Plan also covers the topic of sports and movement in the urban environment with its focal points on promoting pedestrians and the use of bicycles.



Special for-hire electric scooters and solar panels on public buildings: Stuttgart is among the energy transition trailblazers.

ACTIVITIES IN STUTTGART

Strengthening football as a sport at the youth and amateur levels: The City of Stuttgart wishes by UEFA EURO 2024 to have optimized playing conditions for the 80-odd football clubs and football sections in the city. To this end, starting in 2018 a programme will be launched committing 875,000 Euro each year to modernizing the 60 artificial turf pitches in Stuttgart. Approximately four worn-down artificial turf pitches will be made over each year to meet the latest sports and ecological standards. By optimizing the playing conditions, football in Stuttgart will be significantly more appealing to all age groups and performance levels.

NeckarPark development: The City of Stuttgart intends by UEFA EURO 2024 to have largely concluded the ongoing process of developing the NeckarPark, where the stadium is also located. In the course of this, additional sports facilities will be installed, a new residential district created, and local public transport links to the area improved. The idea is also to advance the “Masterplan Neckar Stuttgart Experience World – a Riverside City” in the area of the NeckarPark, to create access to the river banks, and thus afford visitors to UEFA EURO 2024 attractive routes and areas to wander along the Neckar.

Urbanization of the energy transition: One political focus in Stuttgart is to realize the energy concept underpinning the “Urbanization of the energy transition in Stuttgart”. Urbanization of the energy transition means to implement measures in the urban fabric destined to supply Stuttgart with electricity that does not come from nuclear power stations and later also from coal-fired power stations. In other words, our energy future will be based on energy savings and energy efficiency as well as renewables. The energy concept that was advanced, supplemented and fleshed out in close interaction with citizens, companies, institutions, associations, citizens’ initiatives and clubs as well as public agencies has been in the implementation phase since 2016.

Stadtwerke Stuttgart: In 2011, Stuttgart as the state capital founded Stadtwerke Stuttgart which has been pressing the pedal on the energy transition on behalf of the capital, both at the local authority and the civic level. The Stadtwerke as the public utility is consistently using renewables, be it solar or wind power, and exclusively supply eco-electricity to clients – such as the Mercedes-Benz Arena or the Hanns-Martin-Schleyer-Halle/Porsche-Arena. The utility does not source from nuclear or coal-fired power plants and avoids polluting emissions. Stadtwerke Stuttgart actively campaigns for a city offering a great quality of life and contributes to meeting national and international climate protection targets.

The utility’s entrepreneurial activities hinge on the three pillars of sustainability: ecology, economy and social equity. The company’s profits are invested locally in Stuttgart, creating new jobs in the region. By means of solar plant, heat-generating solutions, and enhanced energy efficiency Stadtwerke Stuttgart together with the citizens, companies and existing initiatives, is moving the energy transition forward in Stuttgart. Moreover, it is advancing electro-mobility by installing charging stations and with its “stella-sharing” scheme renting out electric scooters. With this balanced mix of a variety of innovative technologies, the utility is providing clean energy in Stuttgart and beyond.

Sustainably mobile in Stuttgart: The “Sustainably mobile in Stuttgart” action plan focuses on how to establish and structure well-connected mobility in the city. The strategy combines urban planning tools with transport planning and infrastructure policy-making. A key factor in achieving the action plan’s goals is to reduce automobile traffic using combustion engines by 20 per cent. The city will be investing to this end in improved overall conditions for public transport as well as pedestrian and bike facilities, in electro-mobility, in intelligent transportation management, and in a new city logistics arrangement, and will be incentivizing people to travel less with cars. One element in avoiding additional traffic: so-called “combi-tickets”. All organizers of major events are duty-bound to combine their tickets with public transport travel passes.



Stuttgart’s public utility is promoting the energy transition.



CHAPTER 07 OUTLOOK AND NEXT STEPS

STAYING IN DIALOGUE – EXPANDING INTERACTION

Developing and realizing the present UEFA EURO 2024 Sustainability Concept is an ongoing process that will be constantly fine-tuned. In countless intensive, fruitful talks and discussions, between the DFB and many parties who have for years been closely associated with football, but in some cases came into contact with football for the first time, ideas have been debated, rejected or advanced. We have received very positive feedback from the broad participation process with external stakeholder groups during the bidding phase. The groups involved were very open as regards the approach chosen and promised us their broad support for the next steps. All these responses confirm that the path we have taken is the right one and also provide encouraging signals for the collaboration going forwards. As a preliminary result, we have decided that the dialogue process with internal and external stakeholder groups will not stop with the end of the bid phase, but will be continued on precisely this broad basis. The next stakeholder dialogue has thus already been scheduled: On 29 November 2018 we will be sitting down with all the participants from the October 2017 dialogue and all the representatives of our regional and sub-regional associations in Berlin to jointly advance the projects, with broad support from a whole raft of different partners.

The ten Host Cities have used existing forums to exchange ideas on the potentials and challenges of the tournament with internal and external stakeholders. Down the path to the tournament they intend to intensify these discussions and establish new dialogue formats.

REALIZING PROJECT IDEAS – IN THE COMMUNITY

The dialogue will be continued, irrespective of the decision by UEFA in September. For the ideas that have been developed in interaction with a broad variety of different parties from football and all walks of life have, as the many conversations have shown, such great potential for advancing football that it would be wrong to make their realization dependent on specific conditions.

In the final instance, all the discussions revolved around the question how a shared future Europe could be shaped and what contribution football can make in this regard. In light of the fact that young people, tomorrow's decision-makers, must be decisively involved, many of the measures involve young people. A UEFA EURO 2024 in Germany would of course give this set of measures a far greater chance of being taken further and they would have a far greater appeal. Moreover, they would at the same time influence other UEFA member associations who would then act as multipliers.

Soon after the announcement of the winner of the bid, we will consult closely with the relevant colleagues at UEFA and other partners and experts to agree common goals, decide measures, and then immediately go into the implementation stage.

TOGETHER SHAPING THE FOOTBALL OF TOMORROW

The spirit of this process of evolving the UEFA EURO 2024 Sustainability Concept has generated a momentum all of its own and our full-time and voluntary structures will continue to support it. We wish to move the concept forward to stage a successful UEFA EURO 2024. Our motto of "UNITED BY FOOTBALL" should not just remain tailored to UEFA EURO 2024 but should also form the basis and overarching vision for all the DFB's activities in the years to come. In this way, already today the current UEFA EURO 2024 Sustainability Concept will have achieved one of its key goals, namely to take a step forward toward a future sustainable development with and through football. It is our urgent wish that on the occasion of UEFA EURO 2024 and together with UEFA and its member associations we flesh this UEFA EURO 2024 Sustainability Concept out – and thus emphasize the socio-political power of football and set new standards for future mega sports events.

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