



**FIFA WORLD CUP**  
**Brasil**

# 2014 FIFA World Cup™

Sustainability Strategy – Concept



# FOREWORD



The FIFA World Cup™ is the biggest single-event sporting competition in the world and its impact on society and the environment is indisputable. Staging such a world-class event requires careful consideration of all aspects to ensure a balanced approach and sustainable outcome. FIFA and the Local Organising Committee (LOC) take this responsibility very seriously and are committed to delivering a sustainable event in Brazil in 2014.

Through its worldwide reach, the FIFA World Cup also offers a unique platform to raise awareness and highlight selected social and environmental concerns on a global scale. Considering the interest and expectations that such an occasion arouses among a whole host of stakeholders, we want to make

the most of these opportunities and maximise the positive impact of the FIFA World Cup™. Therefore, it is essential for FIFA and the LOC to define a clear, ambitious and yet realistic focus for their approach.

The 2014 FIFA World Cup™ Sustainability Strategy will guide our efforts towards staging a sustainable event and, ultimately, help FIFA achieve one of the key elements of its mission – that of building a better future.

Jérôme Valcke  
FIFA Secretary General



It is an honour for us Brazilians to be entrusted with hosting the 2014 FIFA World Cup™. Coupled with excitement, comes the immense responsibility of organising the biggest football competition in the world. We are not only committed to delivering a world-class event but to doing so in a sustainable manner.

The strategy at hand will guide us in maximising the positive effects for the benefit of all the different layers of Brazilian society. It will also minimise the negative impact, especially on the environment.

I am proud to be part of a strong team dedicated to this challenge. The 2014 FIFA World Cup Organising Committee Brazil is working hand in hand with FIFA and in close collaboration with the Federal

Government and the Host Cities to ensure the sustainability of the event.

As a result of our joint actions, sustainability will become an integral part of the organisation of the FIFA World Cup and will establish a new paradigm for future tournaments. This is our chance to build a lasting legacy for the people of Brazil and for the planet. Let us make the most of this great opportunity!

Ronaldo Nazário  
LOC Board member

# INTRODUCTION

This document provides an overview of the sustainability strategy for the 2014 FIFA World Cup™. It builds upon:

- the strategic concept first developed by the 2014 FIFA World Cup Corporate Social Responsibility (CSR) Steering Team, composed of representatives from FIFA's CSR Department and the LOC and
- the strategic direction that was adopted during the 2014 FIFA World Cup CSR Team Workshop held from 24-29 October 2011, which was attended by FIFA and LOC staff, and presented at the LOC Board meeting on 19 January 2012.

The Sustainability Strategy is based on the seven core areas defined in ISO 26000 – the International Standardisation Organisation's guidance on social responsibility. This concept outlines how FIFA and the LOC will jointly approach the sustainability challenges and opportunities of staging the 2014 FIFA World Cup and engage with a range of stakeholders to reduce the negative and increase the positive impact on society and the environment.

# SUSTAINABILITY STRATEGY – CONCEPT

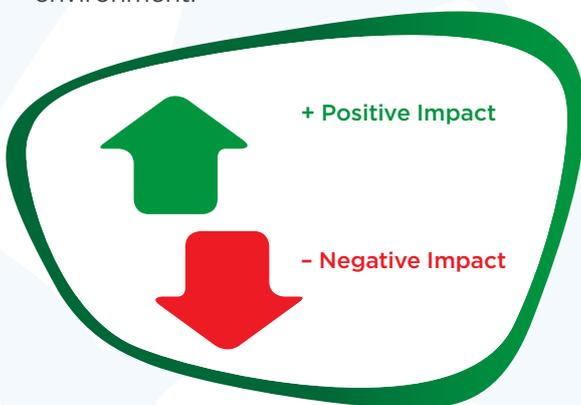
## A. Vision

A 2014 FIFA World Cup™:

- where the importance of sustainability is acknowledged by the organisers and event stakeholders;
- where organisers and stakeholders have taken concrete steps to make the event more sustainable;
- where sustainability initiatives linked to the event inspire other initiatives to be pursued and implemented in Brazil and abroad;
- where the outcome serves as a benchmark for sustainability for future FIFA World Cups and other large sporting events.

## B. Mission

Organise and implement the 2014 FIFA World Cup™ in a sustainable manner by reducing the negative and increasing the positive impact of the event on society and the environment.



## C. Implementation

FIFA and the LOC will implement actions and projects that promote sustainability, by collaborating with stakeholders, leveraging opportunities, mitigating risks and creating a lasting legacy for the 2014 FIFA World Cup in Brazil and for future FIFA World Cups.

FIFA and the LOC have formed one joint 2014 FIFA World Cup CSR<sup>1</sup> Team to coordinate the implementation of this strategy.

## D. Principles



FIFA and the LOC strive to promote the integration of the following principles, which stem from ISO 26000, into the management and operations of the FIFA World Cup.

1. **Accountability:** We are accountable for our impacts on society and the environment. We take responsibility for the impact of our decisions and activities on society and the environment, especially significant negative consequences, and we take measures to prevent repetition of unintended and unforeseen negative effects.
2. **Ethics and anti-corruption:** We base our behaviour on the values of honesty, equity and integrity.
3. **Transparency:** We are transparent about decisions and activities that impact on society and the environment. We disclose in a clear, accurate and complete manner the policies, decisions and activities for which we are responsible, including known and likely impacts on society and the environment.
4. **Respect for stakeholder interests:** We respect, consider and respond to the interests of our stakeholders.
5. **Respect for the rule of law:** We respect the rule of law and comply with legal requirements in all jurisdictions in which the organisation operates, even if those laws and regulations are not adequately enforced.

In addition, we seek to follow a collaborative, long-term and leveraging approach to our work.



6. Collaboration: We actively engage with other entities that share these principles to maximise positive impact. Through collaborating with the government at the federal and municipal levels, we ensure an alignment of work towards common goals and a greater overall impact.
7. Long-term approach: We concentrate on the long-term impact and on initiatives that are sustainable and leave a lasting legacy. The positive effects of training and capacity-building programmes undertaken in the lead-up to the FIFA World Cup will continue to be felt long after the final whistle is blown.
8. Leverage: We use the platform of the FIFA World Cup to communicate and leverage social and environmental initiatives. The appeal of the World Cup will help to raise awareness and educate a large audience on relevant local and international issues.

## E. Geographic scope

Geographic scope

Brazil

As with the 2014 FIFA World Cup itself, the geographic scope of the FIFA World Cup Sustainability Strategy is national. Nevertheless, in particular for environmental issues that are not limited by national boundaries, the ramifications and considerations will be international.

Within Brazil, in order to maximise the resources and impact that the FIFA World Cup can have, the focus will be on working with the Federal Government and the 12 Host Cities of the 2014 FIFA World Cup, capitalising on existing communication lines and governance structures.



## F. Alignment with presidential directives

Given the national focus defined in the previous section, the Presidential directives provide an important framework and context for the FIFA World Cup Sustainability Strategy. The 13 directives that outline the Brazilian Government's policy agenda are summarised below<sup>2</sup>.

1. Expand and strengthen democracy
2. Increase economic growth
3. Implement a large-scale and long-term economic development project
4. Defend the environment and guarantee sustainable development
5. Eradicate poverty and decrease inequality
6. Improve working conditions and facilitate access to formal employment for youth
7. Guarantee access to quality education and vocational training
8. Transform Brazil into a scientific and technological power
9. Improve access to quality health care
10. Provide citizens with basic necessities such as accommodation, sanitation and transportation
11. Promote Brazilian culture and dialogue with other cultures
12. Guarantee civil security and combat organised crime
13. Defend national sovereignty through an active and proud presence of Brazil in the world

The FIFA World Cup and the FIFA World Cup Sustainability Strategy will contribute to the achievement of many of these directives. A few examples to illustrate this are listed below:

- Directive 4: The aim of FIFA and the LOC to minimise and reduce the negative impact of the FIFA World Cup on the environment is in line with the Government's efforts to defend the environment and promote sustainability.
- Directive 5: Through Football for Hope, FIFA will support programmes in Brazil that combine football and social development, thereby empowering youth in underprivileged communities in their fight against poverty and unequal access to opportunities.
- Directives 6 & 7: Through specially designed capacity-building programmes for a number of groups involved in the World Cup, FIFA and the LOC will support their pursuance of long-term employment.
- Directive 6: The Ministry of Sports and the Ministry of Labour estimate that the FIFA World Cup will generate 710,000 jobs. Of these, it is expected that 330,000 will be permanent jobs, while 380,000 will be temporary positions.
- Directive 10: The 12 Host Cities are investing considerably more in public transportation than would be the case without the FIFA World Cup. These investments will positively impact on the quality of life of citizens, thereby leaving a lasting legacy.

2 <http://www2.planalto.gov.br/presidenta/diretrizes-de-governo>

## G. Strategic planning and objectives

The seven key areas in the table below, defined by the International Standardisation Organisation (ISO), form the foundation of the FIFA World Cup Sustainability Strategy and the strategic planning process undertaken by FIFA and the LOC. The issues below, which are also based on ISO 26000<sup>3</sup>, were defined and selected through a materiality analysis that considered their influence and relevance for the FIFA World Cup and its stakeholders. The strategic objectives for each core area form the backbone of this strategy. They also guided the next steps in the process, which included the definition of stakeholders, goals for each issue and individual activities that will be implemented in order to achieve the goals and ultimately the strategic objectives. This information is all captured in a comprehensive, separate, internal document: the FIFA World Cup Sustainability Strategy – Action Plan.

Through the strategic planning process, social responsibility and the environment were defined as the two core pillars of the Sustainability Strategy. The environmental programme will focus on waste, water, energy, transportation, procurement and climate change. The following ISO 26000 areas can be grouped under social responsibility: fair operating practices, consumer issues, labour practices, human rights as well as community involvement and development. Community development will be closely linked with the existing, worldwide Football for Hope initiative, whereby the power of football will be used to promote social change in Brazil.

|             | Key areas                        | Strategic objectives  | Issues  |
|-------------|----------------------------------|---|---|
| Principles  | <b>Organisational governance</b> | The sustainability efforts of the FIFA World Cup are guided by the principles of accountability, transparency, ethical behaviour and respect for stakeholder interests, the rule of law, international norms of behaviour and human rights. Furthermore, FIFA and the LOC aim to leave a positive legacy in the host country. | <ul style="list-style-type: none"> <li>• Integrate guiding principles into FIFA World Cup management and governance structures (accountability, transparency, ethical behaviour, respect for stakeholder interests, the rule of law, international norms of behaviour and human rights)</li> <li>• Advocacy for and integration of the notion of sustainability within the FIFA World Cup management structures and functional areas</li> <li>• Legacy (social, environmental and economic)</li> <li>• Fundamental principles and rights at work</li> </ul> |
| Environment | <b>The environment</b>           | FIFA and the LOC will work to reduce the negative environmental impact of preparing and staging the FIFA World Cup, focusing on waste, water, energy, transportation, procurement and climate change, and use the event to raise awareness about the environment.   | <ul style="list-style-type: none"> <li>• Promote environmental protection in Brazil</li> <li>• Offsetting carbon emissions</li> <li>• Logistics (goods)</li> <li>• Transportation (people)</li> <li>• Waste</li> <li>• Water</li> <li>• Sustainable consumption</li> <li>• Energy (conscious consumption, efficiency and renewable energy)</li> </ul>   |

<sup>3</sup> ISO's guidance on social responsibility

|        | Key areas                                    | Strategic objectives   | Issues  |
|--------|--|--|---|
| Social | <b>Community involvement and development</b> | FIFA and the LOC will promote a higher level of well-being in the Host Cites by supporting initiatives that use football as a catalyst for development in the areas of education, health, social inclusion, civil security, and anti-discrimination.         | <ul style="list-style-type: none"> <li>• Health</li> <li>• Social inclusion and anti-discrimination</li> <li>• Social investment (programmes, training)</li> </ul>  |
|        | <b>Fair operating practices</b>              | FIFA and the LOC aim to fairly engage with third-party organisations and individuals and promote socially responsible behaviour among its stakeholders through leading by example and advocacy and through sustainable procurement policies.                 | <ul style="list-style-type: none"> <li>• Promoting sustainability in the organisations' sphere of influence</li> <li>• Sustainable procurement</li> <li>• Opportunities for informal sector</li> </ul>  |
|        | <b>Consumer issues</b>                       | FIFA and the LOC aim to protect consumer rights through the application of principles of consumer protection, including health and safety, consumer services, consumer education and data protection as well as the promotion of an inclusive event for all. | <ul style="list-style-type: none"> <li>• Protecting consumers' health and safety</li> <li>• Consumer service and complaint resolution</li> <li>• Consumer education and awareness</li> <li>• Accessibility</li> <li>• Consumer data protection</li> </ul> |
|        | <b>Labour practices</b>                      | FIFA and the LOC will strive to ensure fair labour practices, including fair wages and benefits in a healthy and safe workplace.   | <ul style="list-style-type: none"> <li>• Employment relationship</li> <li>• Health and safety at workplace</li> <li>• Fair wages and benefits</li> <li>• Recruitment and training of FIFA World Cup personnel</li> </ul>                                  |
|        | <b>Human rights</b>                          | Within FIFA's and the LOC's sphere of influence, human rights and the rule of law must be respected, including concepts of social justice and fairness.  | <ul style="list-style-type: none"> <li>• Civil and political rights (homeless)</li> <li>• Prevention of slave and child labour and human trafficking</li> </ul>   |

## H. Stakeholders

### Key stakeholders

FIFA, LOC, Federal Government, Host Cities, FIFA's Commercial Affiliates, stadium authorities, service providers, suppliers

### Other stakeholders

Attendees, non-governmental organisations (NGOs), local communities, Confederação Brasileira de Futebol (CBF), multilateral development institutions

Developing and implementing a social and environmental programme for the FIFA World Cup requires the active involvement and contribution of a number of stakeholders. According to the collaborative approach adopted, FIFA and the LOC will strive towards a constant and constructive engagement with all identified stakeholders in order to optimise resources and the potential impact of our combined efforts.

The process of stakeholder identification included an analysis of spheres and levels of influence as well as impact on the FIFA World Cup and the FIFA World Cup Sustainability Strategy. Stakeholders defined as key include:

1. Functional areas of FIFA and the LOC and subsidiary companies of FIFA
2. The Federal Government, Host Cities and stadium authorities
3. FIFA's Commercial Affiliates (FIFA Partners, FIFA World Cup Sponsors, National Supporters, FIFA World Cup Licensees)
4. Service providers and suppliers

### FIFA and the LOC

One of the goals in the Action Plan is to integrate sustainability initiatives into the most relevant functional areas of the FIFA World Cup as defined by their impact on society and the environment. In order to work towards achieving this goal, the FIFA World Cup CSR Team will work in close collaboration with functional areas in integrating sustainability into the management and operations of the World Cup.

### **Federal Government, Host Cities and stadium authorities**

The FIFA World Cup CSR Team will also work closely with the Federal Government through the Câmara Temática de Meio Ambiente e Sustentabilidade (CTMAS) – Thematic Chamber on Environment and Sustainability – created by the Ministry of Sports, which is responsible for coordination of sustainability efforts at a national and Host City level. The FIFA World Cup CSR Team will also be in contact with individual Host Cities and stadium authorities with regard to their social and environmental initiatives linked to the World Cup.

### **Commercial Affiliates**

The FIFA Partners will be integrated in some cases through their provision of value in kind for the FIFA World Cup, and through the alignment with specific initiatives of the environmental programme and/or Football for Hope. Collaboration with selected FIFA World Cup Sponsors, National Supporters and FIFA World Cup Licensees will also be sought, especially with those that are particularly active in promoting social development and/or environmental protection in connection with the FIFA World Cup in Brazil.

### **Service providers and suppliers**

Service providers and suppliers are also important stakeholders given the potential social and environmental impact of their goods and services. The FIFA World Cup CSR Team will work with various functional areas to promote sustainable procurement policies and integrate sustainability criteria.

### **Other stakeholders**

Through initiatives such as Football for Hope, FIFA will provide support to concrete programmes in Brazil that use football as a tool for social change and are run by NGOs.

Several other stakeholders such as attendees, the Confederação Brasileira de Futebol (CBF) – the Brazilian Football Confederation – multilateral development organisations, and local communities will play different roles in connection with the focus issues and goals of the sustainability strategy.

## **I. Reporting**

FIFA and the LOC will jointly produce a comprehensive sustainability report according to the Sustainability Reporting Guidelines & Event Organisers Sector Supplement developed by the Global Reporting Initiative (GRI). The report will be published after the 2014 FIFA World Cup in all four FIFA languages – English, French, Spanish and German – as well as in Portuguese.

# CONTACT

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