



# UNITED FOR SUSTAINABILITY

THE PATH WE HAVE PAVED  
FOR THE FUTURE OF ITALIAN FOOTBALL

Sustainability strategy 2030









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# ACTING TOGETHER FOR A MORE SUSTAINABLE FOOTBALL

**Working in synergy with all European football, we must give tangible answers when it comes to sustainability. We want to drive a major change.**

Today, football is facing a new and complex scenario, whose priorities include focusing on social issues and human rights, as well as the urgent need to take action to safeguard the environment.

Being aware of such challenges, FIGC wants to contribute to UEFA's collective response for a more sustainable European football: the only way to act effectively is to join forces by involving all the stakeholders of Italian football, along with institutions and civil society.

FIGC's goal is to become a point of reference, so as to ensure the competitiveness of the football system, inspiring all its stakeholders.





**“We want to drive change through a structured and shared process.”**

The Association, at the apex of the football pyramid, can and must play a major role in gathering all Italian football around the challenges of sustainability: it provides a clear vision, capable of activating the whole system, and urges its interlocutors to take action and drive change.

In order for this to happen, we have defined a new approach, supported by solid foundations, knowing that this process is necessary while also being a long-term investment that entails important challenges along the way.

The novelty, compared to the past, is a structural approach to sustainability, which also includes the management of the environmental sphere. This is why we are clearly defining the challenges we must face, the priorities of our actions and the foremost undertakings in the long run.

For these reasons, this document sets out over 60 strategic goals, each one backed by tangible actions and indicators, giving an example of the real solutions to be implemented in the Italian context. Through this approach, we can measure our results transparently in the years to come.

The strategy we are describing in this document was initially devised long ago, with the FIGC's history-making decision to support the values of solidarity and territorial proximity, inclusion and safeguard of health.

This document also illustrates the activities and initiatives we have developed, on and off the pitch, thus bearing witness of the continuity of our commitment.

The definition of this sustainability strategy is the first big step along this new path, which, over time, will have to evolve hand in hand with the Italian football ecosystem as a whole.

It is time to take action. Together.



**Gabriele Gravina**  
President  
Italian Football  
Association



# FOOTBALL'S JOURNEY TOWARDS SUSTAINABILITY







PEACE - МИР

FIFA UEFA

PEACE - МИР

PEACE - МИР

PEACE



# THE INTERNATIONAL CONTEXT WE ARE OPERATING IN

## Football joins the sustainable development challenge with all its stakeholders

### IT'S TIME TO TAKE ACTION

In recent years there has been a remarkable increase in the interest towards sustainability, in both social and environmental terms.

Since the United Nations drafted the Agenda 2030 and its 17 Sustainable Development Goals, enterprises from all sectors and national and European institutions have turned their strategies towards the challenges of sustainable development.

Concurrently, citizens stepped up their expectations quite a lot and the pandemic has further driven the focus on the well-being of people and the preservation of biodiversity. Nowadays – not only in remote areas, but in Italy too – we notice first-hand the effects of climate change, which is causing extreme

heat, melting of glaciers, long dry spells and extreme weather events. Therefore, the major investment programmes promoted by the Italian government, such as the PNRR (National Resilience and Recovery Plan) understandably address sustainability-related challenges. Such programmes not only aim to support the green transition, but also inclusion and social cohesion.

### SYNERGY BETWEEN FOOTBALL AND SUSTAINABILITY

The world of football too must take on the sustainability challenges, acting responsibly to reduce the negative impacts it generates while also inspiring and engaging all of society. In order to make such proposals effective, it is crucial to share a common vision and to set a number of goals to be achieved.

This is the only way to produce significant and long-lasting impacts. Developing a strategy for all Italian football means carefully defining the scope, the fields our efforts should concentrate on and the priority issues. In the Italian scenario, it is of the utmost importance to have an approach that is effective in the football sphere and that can also address the urgent challenges of social and environmental sustainability that concern us.

It is for this very reason that FIGC has decided to start this journey, along with all European football, following the path paved by UEFA, which – as a governing body – has outlined the main priorities that European football aims to tackle by 2030, in order to become more sustainable, inclusive and socially accountable.

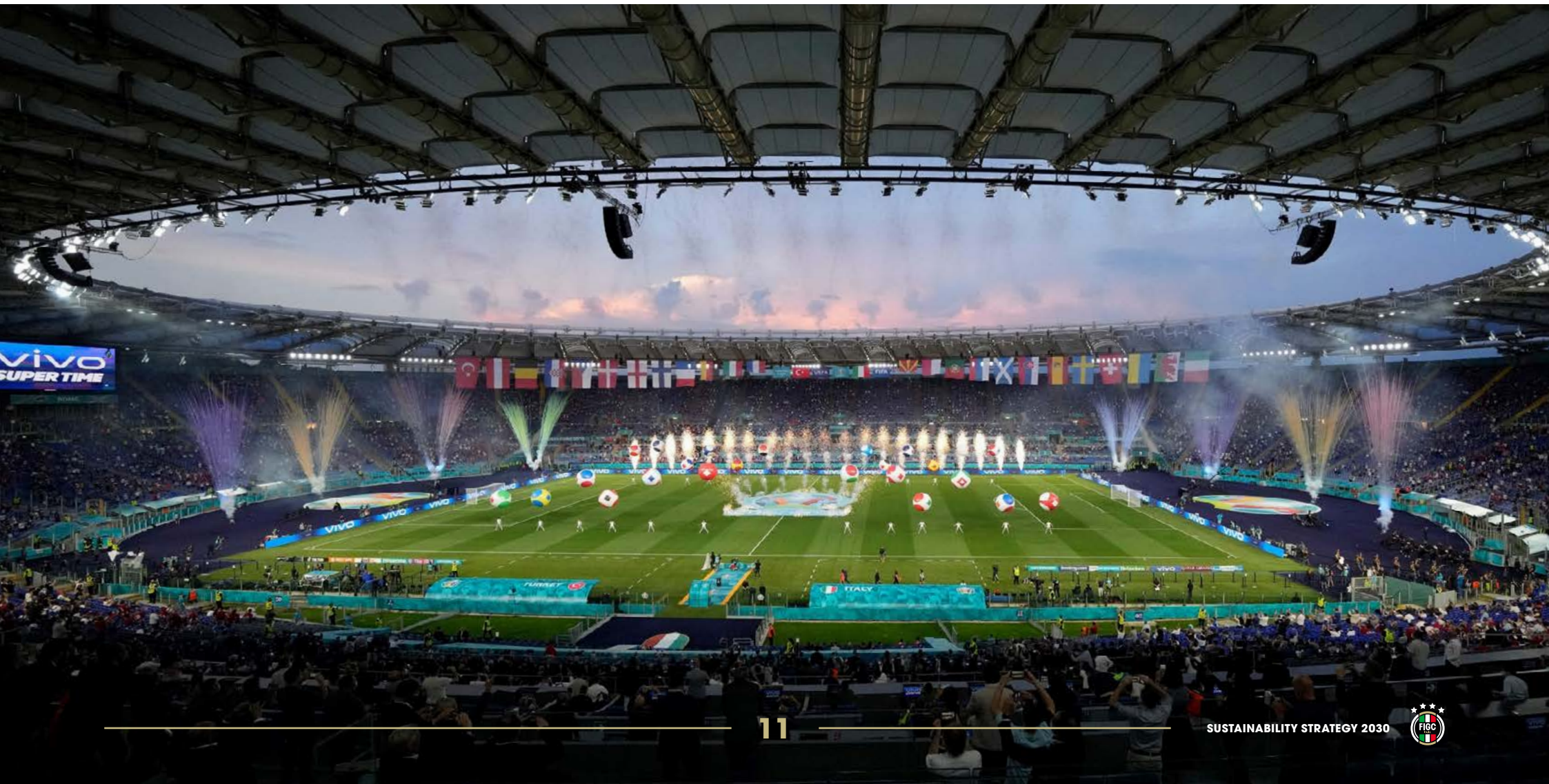
## FOOTBALL MUST ACCELERATE, INVOLVING ALL

It is time to shift from awareness to concrete actions, converting efforts into tangible and measurable results. The challenges to be faced call for a coordinated and joint commitment of

several stakeholders, and for a constant ability to adapt.

No individual or organisation can come up alone with the due answers and ensure their implementation: teamwork is of the essence! We must take action and speed up the

progress already made. Sport has a unique potential in mobilising people, positively and credibly contributing to a sustainable future for the next generations of international, national and local players and fans.





# UEFA SUSTAINABILITY STRATEGY

## Shared efforts and goals: football as a collective force

In December 2021, UEFA – the governing body of European football – published its sustainability strategy, named “Strength Through Unity 2030”.

Following the presentation of its sustainability strategy, UEFA undertook to implement its action plan, actively promoting the participation of 55 national football associations, including FIGC, in the development of national strategies consistent with the context, the priorities and the resources. UEFA also urged clubs to adopt the same strategic approach in addressing sustainability.

### KEY VALUES

UEFA’s approach is underpinned by some fundamental values and principles:

- Focusing on football and highly relevant issues for European football, working with partners and institutions that are based on the same values. Using the voice of European football to shed light on important issues.
- Sustainability must contribute to the success of European football, since we are now aware that a sustainable management of activities is a positive investment for the future of football. It is therefore paramount to find opportunities

for dialogue at a local level, with partners and other stakeholders, so as to identify, experiment and launch innovative products and services.

- Acting in accordance with transparent, long-term objectives, setting out a plan looking to 2030 and disclosing the progress made every year. This approach ensures trust among all stakeholders.
- Resorting to teamwork through a common language and approach, working in synergy with all partners so as to boost the positive impact of football and to make the most of collective efforts.

## UEFA SUSTAINABILITY MISSION

UEFA has drafted its sustainability mission with the goal of:

### Inspiring, activating and accelerating collective action to respect human rights and the environment within European football.

The strategy features eleven policies, each one setting a goal for 2030, targets and Key Performance Indicators (KPIs), and will be implemented through five areas of action. The issues addressed by each policy are all interlinked.

In particular, seven “aspirational targets” for 2030 have been set out to guide European football’s commitment in favour of sustainability:

## ANTI-RACISM

Zero racist incidents across all UEFA events and across European football by 2030.

## CHILD AND YOUTH PROTECTION

Zero episodes of abuse, in UEFA events and across European football played by children and youth by 2030.

## EQUALITY AND INCLUSION

Zero episodes of discrimination within UEFA, with reference to UEFA events and across European football, by 2030.

## FOOTBALL FOR ALL ABILITIES

Triple the number of football players with disabilities across European football and double the number of people with disabilities working within UEFA and for

UEFA events by 2030.

## CIRCULAR ECONOMY

Zero plastic waste and food waste – within UEFA, across UEFA events and across European football – by 2030.

## CLIMATE AND ADVOCACY

Cut greenhouse gas emissions by 50% by 2030 – in view of achieving net zero carbon by 2040 within UEFA, across UEFA events, and across European football.

## EVENT SUSTAINABILITY

Continuously improve each UEFA event’s sustainability index score to optimise it by 2030.





# UEFA'S 11 POLICIES AND AREAS OF ACTION

## Balancing human rights and environment in European football

The eleven policies set forth under UEFA's Sustainability Strategy optimally balance social responsibility and commitment in favour of the environment.

These policies are the fundamental pillars for all European football stakeholders, defining the issues and challenges we must address together.

### **HUMAN RIGHTS AND FOOTBALL**

Dignity, respect and equal rights and opportunities should be afforded to everyone involved in football in a spirit of freedom and justice.

Football is a community that welcomes everyone, with equal access, in a safe and secure environment.

Each individual should be able to be involved in football as their authentic self. It is important to emphasise the value of sport towards healthy lifestyles, both physically and mentally.

### **RESPECTING THE ENVIRONMENT**

Football's environmental impact is mainly related to the organisation of events as well as infrastructure construction and management, with impacts across travel, transport, energy, and waste management.

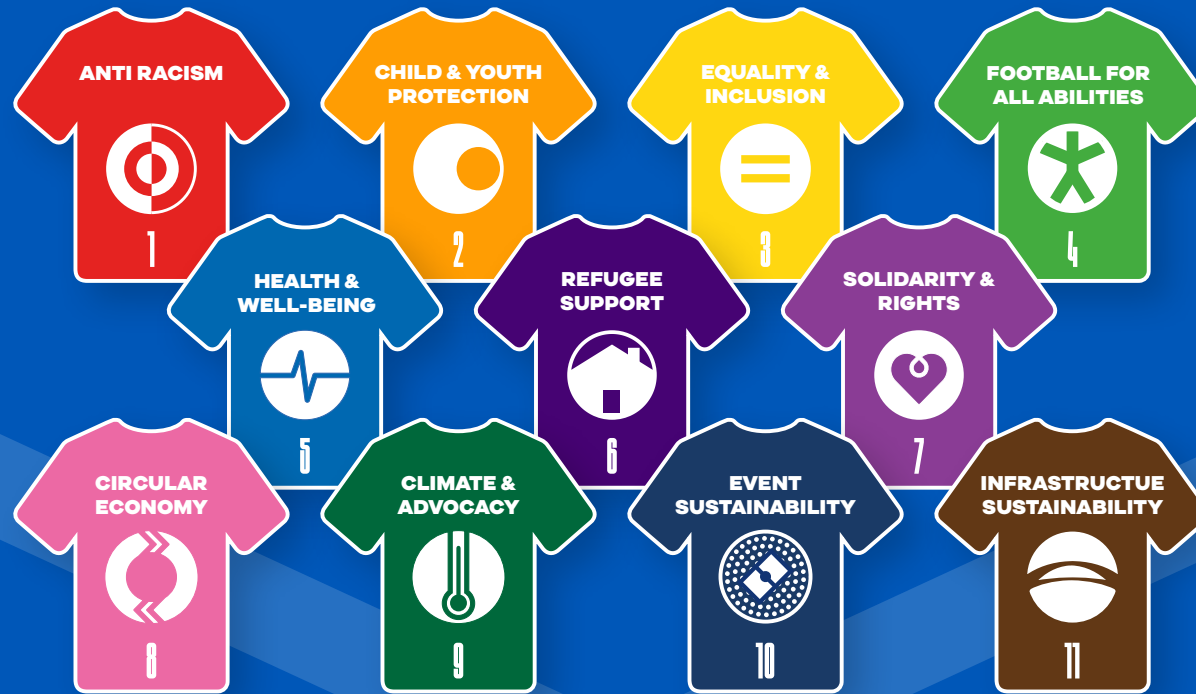
Failing to protect the environment is a tangible risk for football. Extreme climatic events, such as floods, have already damaged sports facilities and infrastructure and have had a negative impact on both professional and amateur leagues. Furthermore, air pollution impairs football

performance on the pitch and can have long-lasting physical effects on the athletes' health. UEFA wants to be part of the solution to preserve and regenerate the environment and leverage the power of football to raise awareness and catalyse action.

### **AN INTEGRATED AND COLLABORATIVE APPROACH**

Another innovative element of UEFA's strategy is its far-reaching scope: it's a path that involves all European football, not being limited to organisation only. The overarching goal is that of creating synergy among all stakeholders, promoting collaboration at all levels.

# POLICIES



# AREAS OF ACTION



**FIGC INTERNAL ORGANISATION**



**FIGC EVENTS**



**FOOTBALL ECOSYSTEM**



**PARTNERS & CIVIL SOCIETY**



# THE VALUE OF OUR FOOTBALL SYSTEM

# 2







# ITALIAN FOOTBALL IN FIGURES

## A strategic asset of the national system, at a sporting, economic and social level

Italian football goes beyond the mere concept of sport. Aside from being the leading sports movement in Italy, football represents a cultural, social and economic value that holds an extraordinary strategic relevance in our country. It is, by all means, one of the cornerstones of sports entertainment, but its impact and contribution also generate significant economic and social effects.

### SPHERES OF INFLUENCE

Italian football is a huge industry that significantly impacts a number of sectors, including sport, the economy, sociality and engagement.

**Sport:** Italian football is deeply rooted in the country's culture. 59,006 football clubs are present across the country, involving 1,049,060 players, 37,367 coaches and 30,577 referees. There are also 13,423 professional players and

672,835 youths in the Youth and Educational Football Department. These figures also include technical staff and ordinary staff members. Women's football too has recorded a significant increase and Italy takes second place in Europe in terms of number of women referees, whose total is 1,834.

**Economy:** the Italian football industry has a remarkable impact on the country's economy, generating a direct and indirect economic value of 11.1 billion Euros of GDP while creating almost 126,000 jobs.

Plus, the entire football system involves 12 linked sectors, including culture, transport, medicine, television and advertising, which benefit from the satellite activities produced by Italian football.

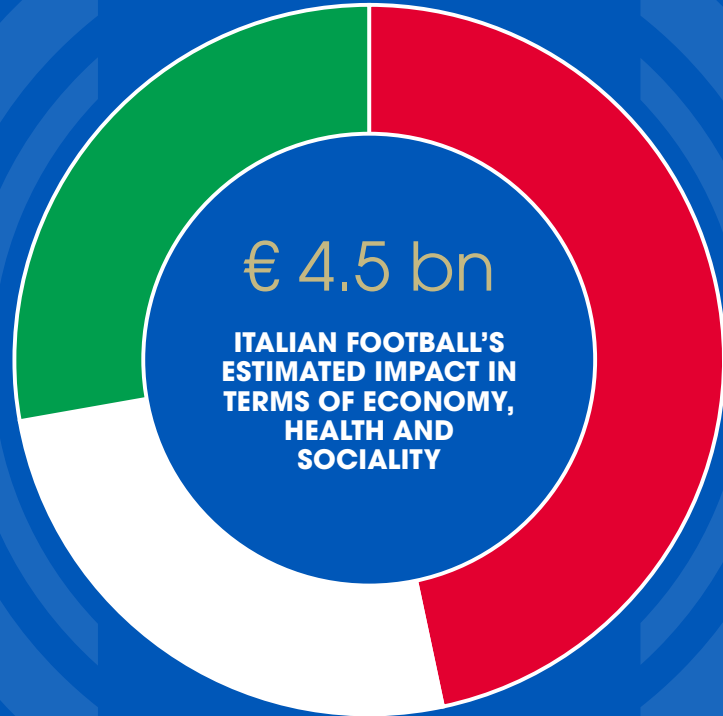
**Sociality:** football plays a chief role in promoting social integration and territorial cohesion. It is estimated that some 65,000 players born abroad play in Italy, thus helping create a multicultural and inclusive football community.

Besides, the presence of almost 3,000 registered players for the Paralympic and Experimental Football Division (Disability Football Division) proves the commitment of Italian football to give everyone an opportunity.

**Engagement:** football is the predominant sport in Italy and arouses great interest among the population.

55% of Italian adults declare they have a passion for football: that's more than the European average (48%). This means that some 27.4 million people in Italy are somehow involved in football and actively take part through the social media.

# GENERATED VALUE: SOME FIGURES



○ **HEALTH**

Healthcare savings, economic value, perceived well-being and expected injury costs

● **ECONOMY**

Infrastructure investments, players' consumption and jobs created

● **SOCIALITY**

Crime rate drop, training and employment, volunteering and social capital

## SPORTS

4.6 mn

PEOPLE IN ITALY  
PLAY FOOTBALL

1.4 mn

REGISTERED  
PLAYERS

+570,000

OFFICIAL MATCHES PER  
YEAR (PRE COVID-19)

## ECONOMY AND EMPLOYMENT

11.1 bn

INDIRECT IMPACT AND  
LINKED ACTIVITIES

5 bn

TURNOVER

126,000

JOB'S CREATED  
BY FOOTBALL

## SOCIALITY

4.5 bn

ESTIMATED IMPACT  
OF ITALIAN  
FOOTBALL

64,396

REGISTERED  
PLAYERS BORN  
ABROAD

2,831

REGISTERED  
PLAYERS FOR THE  
DISABILITY FOOTBALL  
DIVISION

## ENGAGEMENT

27.4 mn

FANS

260 mn

SOCIAL MEDIA FANS  
AND FOLLOWERS

1.5 bn

VIEWS ON  
YOUTUBE



# FIGC IDENTITY, MISSION AND VALUES

## The history and principles that guide us

### OUR IDENTITY

FIGC is the association of clubs and sporting associations that aims to promote and regulate football-related activities, bringing together the professional and amateur spheres through a central structure.

### OUR RESPONSIBILITY

FIGC is one of the 48 national sports associations that are part of CONI (Italian National Olympic Committee). The Association features a number of Leagues (in charge of organising professional and amateur championships), the Italian Referees Association, the Technical Bodies, the Technical Sector and the Youth and Educational Football Department. The Divisions of Women's Football and Disability Football Division are part of FIGC too.

The Association has many responsibilities, which include managing international football relations, issuing of rules and regulations, developing youth and technical sectors and ensuring medical-sports protection.

### OUR VALUES

As set forth under the Code of Ethics, FIGC's ethical values are the following:

- Respect for the individual
- Safety in the workplace
- Legality/honesty
- Transparency
- Environmental sustainability
- Fairness and impartiality
- Value of collaborators/employees
- Confidentiality

### OUR MISSION

- Promote and regulate the game of football and all related aspects, bringing together the professional and amateur spheres through a central structure.
- Promote the exclusion, from football, of all forms of social discrimination, racism, xenophobia and violence.

# HOW OUR COMMITMENT IS EVOLVING

## Always supporting social responsibility

FIGC has a long tradition when it comes to social responsibility. It has always strived to actively promote positive values and to use football as a tool to promote social well-being and community cohesion.

Through its tradition, the Association stands as an actively engaged community player, while also promoting social change, effectively spreading the fundamental principles of fair play, equality, solidarity and respect.

### OUR LEGACY

Ever since its foundation, FIGC has incessantly been committed to creating a solid set of activities that aim to support society and environment welfare. This legacy has been consolidated over time, taking on some distinctive features.

Firstly, FIGC stands out as a reliable and active partner in responding to emergencies and other great humanitarian crises. Whenever there is a natural disaster or an emergency situation, the Association promptly takes action, offering support and assistance.

Furthermore, it implements awareness-raising programmes and initiatives, particularly focusing on schools and younger generations. A tangible example is the commitment in fighting discrimination, racism and violence in football, as well as the campaigns promoted on the international days that address several topics and challenges.

FIGC also acts to support the well-being and health of all the athletes and people involved in football, including the vulnerable, adopting policies that aim to ensure a safe and inclusive

playing environment for all.

### AN EVOLVING COMMITMENT

The commitment shown so far shall be pursued and will evolve into a new development path. The Association undertakes to enhance the actions taken in the past and start new initiatives for the future.

The path towards sustainability is part of a larger context that has led the Association to adopt this sustainability strategy, embarking on a medium/long term journey, pursuing well defined goals and concrete actions.

Among the distinguishing aspects of this path are social commitment and the growing importance of the environment, which FIGC addresses with the utmost attention.



# TAKING ACTION FOR SUSTAINABILITY

# 3





BONANSEA

11

ITALIA



4

ITALIA



# THE PRIORITIES FOR A MORE SUSTAINABLE FOOTBALL

## Priorities and levers for a concrete change

### THE PRIORITIES

FIGC, based on by solid values and looking to the future, wants to step up its efforts in tackling increasingly crucial and relevant issues for a sustainable Italian football. Consistent with the UEFA model, the sustainability strategy has two pivotal elements: the social one and the environmental one. As for the social aspect, the goal is to put every individual at the centre, promoting inclusion, respect and equality.

FIGC wants to create an environment in which all individuals, regardless of ethnicity, gender, religion or ability, may actively partake in football while also benefitting from the opportunities it offers.

Regarding the environmental aspect, the goal is to stimulate pro-climate action, reducing environmental impact.

FIGC undertakes to acknowledge the importance of addressing climate change-related challenges by adopting more sustainable, widespread and amplified processes, exploiting football's potential.

### THE LEVERS

In order to achieve these ambitious targets, the Association has identified four key levers:

**Synergy:** Working synergically with all Italian football stakeholders to maximise efforts and achieve tangible results.

**Governance:** Consolidating the permanent sustainability actions by adopting effective governance policies, procedures and tools.

**Partnership:** Cooperating with organisers, institutions, non-profit bodies and other relevant stakeholders so as to consolidate existing synergies with specific technical skills.

**Advocacy:** Exploiting football's role and communicative force to educate, raise awareness and engage all stakeholders.

By acting on these levers, the Association shall fulfil its goals, both within the organisation and with external stakeholders.

# OUR TARGETS FOR 2030

## ● ANTI-RACISM

Uproot racism in all its forms, inside and outside the stadia, across Italian football.

## ● CHILD AND YOUTH PROTECTION

Ensure a safe environment where youths can grow.

## ● EQUALITY AND INCLUSION

Provide an environment that ensures equality, rights and opportunities for all.

## ● FOOTBALL FOR ALL ABILITIES

Create a barrier-free environment, accessible to all.

## ● HEALTH AND WELL-BEING

Promote healthy lifestyles, involving the whole football community.

## ● REFUGEE SUPPORT

Be at the forefront of the protection and inclusion of refugees through football.

## ● SOLIDARITY AND RIGHTS

Integrate human rights principles in our strategies and taking on leadership in terms of solidarity actions.



## ● CIRCULAR ECONOMY

Adopt sustainable practices, minimising environmental impact.

## ● CLIMATE AND ADVOCACY

Raise awareness and take action to address climate change with specialised partners.

## ● EVENT SUSTAINABILITY

Adopt new, sustainable event management standards.

## ● INFRASTRUCTURE SUSTAINABILITY

Adopt and share best practices for the renewal and construction of infrastructures.

# SYNERGIES WITH ALL ITALIAN FOOTBALL

## Cooperation is crucial to achieve common goals

In order to obtain ambitious results it is key for all players of the Italian football system to work in synergy.

Cooperation between all stakeholders is of the essence to maximise positive impacts while preventing and mitigating risks.

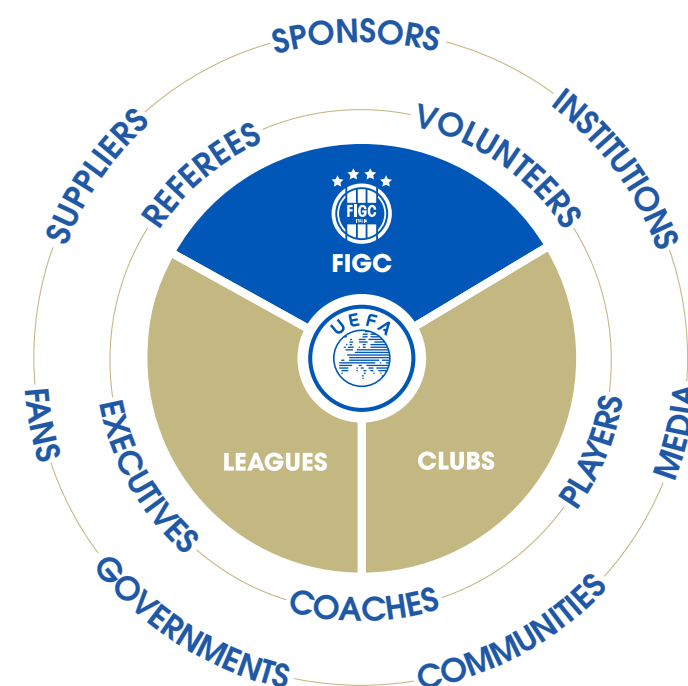
FIGC, at the apex of the Italian football pyramid, has the duty of enforcing the framework UEFA has introduced, at a European level, implementing it across Italy.

This document presents the strategies and the social and environmental sustainability goals that ensure that FIGC's efforts and

commitment are consistent with those of UEFA's other 55 European member nations. A common agenda enables the creation of effective synergies.

Through actions shared with all stakeholders, FIGC wants to exploit the passion for football to offer a "platform" that promotes cooperation.

Calling for unity in favour of sustainability entails the alignment of actions, projects and initiatives of all stakeholders with the eleven policies and the sharing of metrics, so as to assess performance.

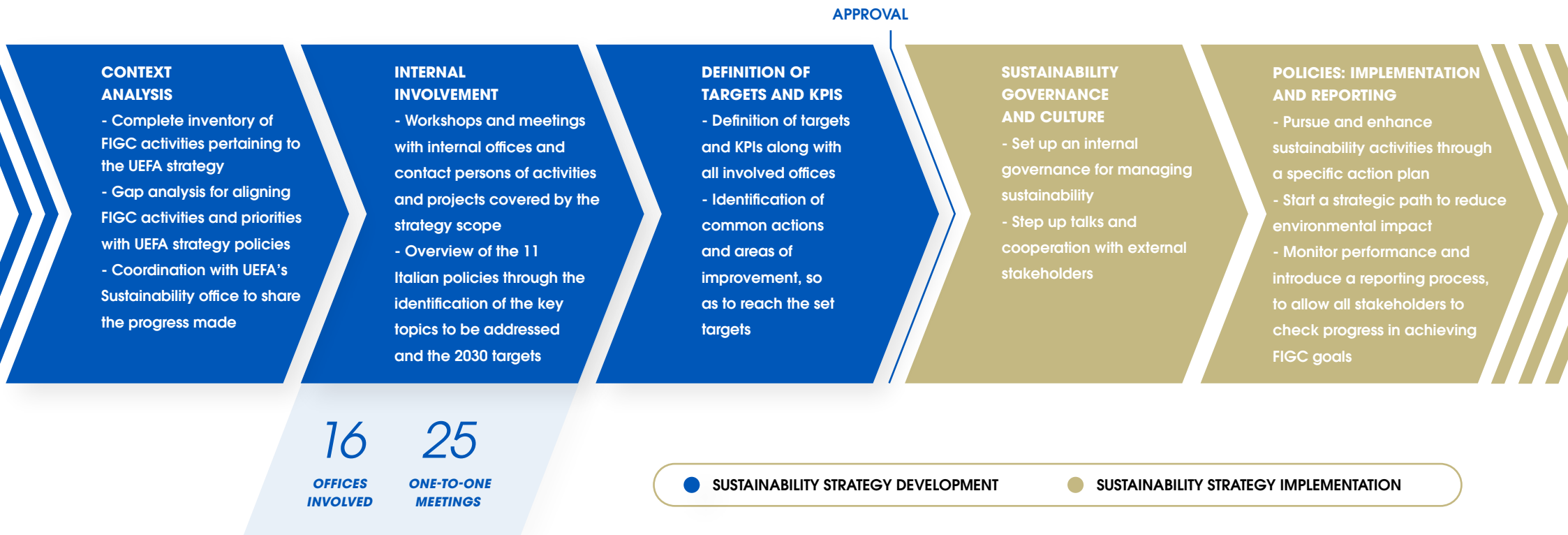




# THE STRATEGIC PROCESS

## Teamwork underpins a structured and transparent process

FIGC has developed its own strategy following the model indicated by UEFA. The Association has decided to begin by actively involving internal offices so as to create a shared awareness of sustainability, both in social and environmental terms, thus laying the foundations for an integrated model that may handle these issues. The publication of the strategy is not the finish line; it is rather a key stage along FIGC's path towards sustainability, which involves an increasingly structured and transparent oversight.



# FIGC COMMITMENT IN TERMS OF THE SDGs

## From the pitch to the world: actions and initiatives in favour of the 2030 Agenda

The year 2030 is a crucial moment in time: not only is it the final year of this strategy's targets, but it is also the deadline for achieving the United Nations' Sustainable Development Goals (SDGs).

The SDGs represent 17 ambitious goals that aim to tackle global challenges and promote sustainable development by 2030. The novelty, compared to the previously established similar

goals, is that these new goals don't just involve governments and supranational bodies, but also all private and public stakeholders, so as to address a wide raft of challenges, ranging from social to environmental emergencies.

Modern football organisations, including UEFA, are increasingly aligning their strategic plans, thus helping attain the global objectives by 2030. FIGC too is actively engaged in fulfilling

the 2030 Agenda for Sustainable Development and contributing to achieve 9 specific SDGs through concrete actions and programmes.

The initiatives taken involve all levels of Italian football and aim to go beyond national borders, attempting to engage other partners too. The overarching goal is always that of leveraging football to drive a positive change and create a better future for all.

# OUR CONTRIBUTION TO THE SDGs

**3 GOOD HEALTH & WELL-BEING**

**GOOD HEALTH & WELL-BEING**

Promotion of sports activities, particularly focusing on youth football, raising awareness as to health and healthy diets and fighting doping across the territory.

- *Un goal per la salute*
- *Promotion of healthy lifestyles*

**4 QUALITY EDUCATION**

**QUALITY EDUCATION**

Promotion of inclusive educational and training programmes for boys and girls and creation of opportunities through football.

- *Framework Convention between FIGC and the Education Ministry; sports and educational activities in schools*

**5 GENDER EQUALITY**

**GENDER EQUALITY**

Promotion of women's football and relevant opportunities through campaigns and initiatives aimed at achieving gender equality and women's empowerment, on and off the pitch.

- *lo gioco alla pari*
- *Development of women's football*

**8 DECENT WORK AND ECONOMIC GROWTH**

**DECENT WORK AND ECONOMIC GROWTH**

Support to the sector through policies and measures that foster a sustainable growth and a safe working environment for all.

- *Initiatives supporting the football system*
- *Internal welfare and health protection*

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

**INDUSTRY, INNOVATION AND INFRASTRUCTURE**

Promotion of innovative technologies and solutions to improve the quality of the game and of infrastructures across the national territory.

- *Coverciano 3.0*
- *Digitalisation*

**10 REDUCED INEQUALITIES**

**REDUCED INEQUALITIES**

Implementation of social responsibility and inclusion initiatives, featuring projects that aim to counter violence and racism, ensuring access to football for all.

- *Disability Football Division*
- *Project "RETE! REFugee TEams"*

**11 SUSTAINABLE CITIES AND COMMUNITIES**

**SUSTAINABLE CITIES AND COMMUNITIES**

Planning of important football events, synergically at a local level, reducing environmental impact while building accessible and sustainable structures.

- *Life TACKLE*
- *Charter of football environmental sustainability*

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

**PEACE, JUSTICE AND STRONG INSTITUTIONS**

Administration of sports justice and promotion of initiatives aimed at protecting individuals and curbing violence.

- *Zona Luce*
- *Platform for the protection of minors*

**17 PARTNERSHIPS FOR THE GOALS**

**PARTNERSHIPS FOR THE GOALS**

Partnerships with external players and national/international collaborations with a view to achieving the goals.

- *International conventions*
- *Partnership*



**SOCIAL SUSTAINABILITY**

# **FOCUSING ON THE NEEDS OF EVERY INDIVIDUAL**







POLICY 1

# ANTI-RACISM





## OUR POLICY

Prevent and counter all forms of racial discrimination in Italian football through a constant dialogue with the institutions and awareness-raising initiatives, both internally and externally.

### 2030 TARGET

Uproot racism in all its forms, inside and outside the stadia, across all Italian football.

### INITIATIVES

- Anti-racism measures in all FIGC regulations, policies, guidelines and communications.
- Collaborative actions for identifying, investigating and punishing racism in Italian football.

### RELEVANCE FOR FIGC

FIGC has always strived to prevent and fight all forms of discrimination, as enshrined in the fundamental principles of the Association Charter.

Every year it renews its effort and uses its voice to rid Italian football of all forms of racism and intolerance, in full synergy with the entire football ecosystem. These are the factors that have led to the drafting of the FIGC Anti-discrimination Plan.

One of the plan's tools is the Anti-discrimination Working Group, which includes the major stakeholders of the Italian football system.

Over the years, several awareness-raising campaigns have been set up, through which FIGC fields all its communicative force to reassert a strong, firm message condemning prejudice and discrimination.

## CONTEXT AND ACTIVITIES

The fight against racism and discrimination is one of the Association's foremost strategic programmes.

The very regulatory system of Sports Justice envisages a specific penalty system, which allows us to assess and punish racial discrimination incidents.

FIGC is also part of UNAR's (Bureau against Racial Discrimination - Italian Prime Minister's Office) National Monitoring Centre against Discrimination in Sports, under whose auspices the best practices to be implemented at a national and local level are discussed, along with possible joint awareness-raising initiatives concerning anti-discrimination and countering violence, with a specific focus on youths.

In 2022, FIGC created an Anti-discrimination Working Group that involves all of Italian football and offers an opportunity to discuss and jointly devise future activities.

Another tool the Association is fielding is awareness-raising campaigns, disseminated through its channels. On the International Day for the Elimination of Racial Discrimination (21 March 2022), FIGC launched the campaign #UnitiDagliStessiColori (#UnitedByTheSameColours) against discrimination, thought up together with

UEFA HatTrick FSR (Football and Social Responsibility) and relaunched in 2023.

Furthermore, the Association supported the UEFA educational programme "Outraged", whose documentaries, which zero in on specific topics, such as racism, sexism, discrimination of refugees and homophobia, have been shown in FIGC football schools. Finally, on International Holocaust Remembrance Day, FIGC commemorates the victims of the Shoah with a

communication campaign on its social media channels, stressing football's commitment against all forms of racial discrimination. FIGC wants to further its anti-discrimination actions by increasing cooperation with sector organisations and through educational activities.

### ANTI-DISCRIMINATION WORKING GROUP

The Anti-discrimination Working Group was set up in 2022, featuring, for the first time ever, all the stakeholders of Italian football: Lega Serie A, Lega Serie B, Lega Pro, LND, AIC, AIA, AIAC, Technical Sector, Youth and Educational Football Department, Women's Football Division, Disability Football Division and UNAR. The Group is an integrating part of the Anti-Discrimination Plan sponsored by FIGC as well as a permanent oversight group that meets to discuss anti-racism policies and relevant initiatives.

### FUTURE TARGETS

- **Conduct awareness-raising campaigns on a yearly basis**
- **Create a shared database of racism incidents with sector organisations**
- **Step up the engagement of youths and Football Schools**
- **Constantly further the work of the Anti-discrimination Working Group**



**UNITI**  
**DAGLI**  
**STESSI**  
**COLORI**

**UNITI**  
**DAGLI**  
**STESSI**  
**COLORI**



# #UNITIDAGLISTESSICOLORI

## The first anti-discrimination campaign featuring all Italian football stakeholders

The anti-discrimination campaign #UnitiDagliStessiColori (#UnitedByTheSameColours) stems from the great effort and coordination of all football stakeholders, from the youth sectors to Serie A: all of them have united to support the same campaign, for the first time in the history of Italian football.

#UnitiDagliStessiColori is indeed the first multistakeholder campaign against racial discrimination promoted by FIGC, together with the Leagues (Lega Serie A, Lega Serie B, Lega Pro and Lega Nazionale Dilettanti), the Technical Bodies (Assocalciatori and Associazione Italiana Allenatori di Calcio), AIA (Italian Referees Association), the Sectors (Youth and Educational Football Department and Technical Sector) and Divisions (Women's Football Division and Disability Football Division).

Thought up following the approval of the FIGC Anti-discrimination Plan and the subsequent institution, in February 2022, of the FIGC

Anti-discrimination Working Group, the campaign represents the major stakeholders' will to work together on a joint initiative to convey a strong message against racism.

### THE CONCEPT

Thanks to UEFA's contribution, through the HatTrick FSR (Football and Social Responsibility) programme, a campaign was devised, whose payoff was "Our skin has different shades. But it shares the same colours".

The message plays upon the use of the four basic colours of the CMYK quadrichromia: cyan, magenta, yellow and black.

The concept stresses that the different shades of skin actually conceal the same colours, which are simply mixed with different percentages. The video features eleven testimonials from both men's and women's football, each one representing the relevant function that supported the campaign. They stand united to reassert that all types of

skin have the same origin and that the very reasoning at the heart of discrimination is wrong and irrational.

The campaign was launched on the International Day for the Elimination of Racial Discrimination, 21 March 2022 and its institutional partner is UNAR (National Office against Racial Discrimination - Italian Prime Minister's Office).

### SPREADING THE CAMPAIGN

In 2022 and 2023, FIGC disseminated the campaign via social and traditional media channels and during national team matches (Men's National Team, Under 21 National Team, Women's National Team). The campaign was spread by all offices, thus boosting its visibility through dedicated league matches, seminars and educational events.

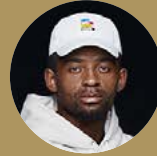
## STAKEHOLDERS INVOLVED



## TESTIMONIALS



**JOAQUIN CORREA**  
(LEGA SERIE A,  
FC INTERNAZIONALE MILANO)



**JOSÉ MACHIN**  
(LEGA SERIE B, AC MONZA)



**MOHAMMED AMINE CHAKIR**  
(LEGA PRO, AC RENATE)



**ALESSIA GRONI**  
(NATIONAL AMATEUR LEAGUE, PAVIA  
ACADEMY 1911 WOMEN'S FOOTBALL)



**MAURIZIO MARIANI**  
(ITALIAN REFEREES ASSOCIATION,  
INTERNATIONAL REFEREE)



**ALBERTO GILARDINO**  
(ITALIAN COACHES UNION,  
ACN SIENA 1904)



**SARA GAMA**  
(ITALIAN PLAYERS ASSOCIATION, AIC  
DEPUTY PRESIDENT)



**GIANLUCA ZAMBROTTA**  
(TECHNICAL SECTOR, DEPUTY  
PRESIDENT)



**SOFIA VERRIN**  
(YOUTH AND EDUCATIONAL  
FOOTBALL DEPARTMENT)



**ELIA BENEDETTI**  
(YOUTH AND EDUCATIONAL  
FOOTBALL DEPARTMENT)



**MONICA TATIANA PINILLA  
MARTINEZ** (DISABILITY  
FOOTBALL DIVISION, SSD  
MINERVA PER TUKIKI)



**MANA MIHASHI**  
(WOMEN'S FOOTBALL  
DIVISION, U.S. SASSUOLO)

## RESULTS

2022 FIGURES

460k

IMPRESSION

31k

INTERACTIONS  
AMONG ALL FIGC  
PLATFORMS

2023 FIGURES

860k

IMPRESSION

70k

INTERACTIONS  
AMONG ALL FIGC  
PLATFORMS



POLICY 2

# CHILD AND YOUTH PROTECTION





# OUR POLICY

Protect the rights of children and youths who play football, preventing and responding to all forms of harm and abuse.

## 2030 TARGET

To ensure a safe growth environment for all children who play football.

## INITIATIVES

- FIGC online platform for the protection of children: information, educational and flagging services.
- Local territorial structure dedicated to the supporting Youth and Educational Football Department , monitoring, training and intervention.
- Specific agreements and protocols adopted at a national and local level, supporting other FIGC structures.

## RELEVANCE FOR FIGC

Football can and must be a positive and safe experience for all children and for all teenage boys and girls.

Helping create a protected and safe environment is a priority of FIGC's Youth and Educational Football Department, since we firmly believe that football plays a pivotal role in promoting development, Health and well-being among youths.

Integrating the national experience in the path paved by FIFA and UEFA and collaborating with Terre des Hommes, FIGC's Youth and Educational Football Department has adopted a Policy and other tools – such as guidelines, codes of conducts and a web portal – to step up child protection across the territory.

## CONTEXT AND ACTIVITIES

Since 1947, FIGC's Youth and Educational Football Department has been the sector promoting, developing, regulating and monitoring youth sports and educational activities across the national territory, engaging some 700,000 athletes (boys and girls) aged 5-18, plus 120,000 pupils in schools.

The running of youth football activities greatly focuses on the creation of a welcoming and constructive environment for all, promoting a child-centred ethical approach and making sure that all may enjoy a safe, entertaining and inclusive sports experience.

In order to be effective, protection requires the necessary synergy between FIGC and a number of sectors, such as education, healthcare, social services, justice and law enforcement, as well as a shared commitment with social and sports players, including schools, clubs, families, doctors and coaches. The Association has adopted a structured approach and a shared strategy to gather all stakeholders around a common objective. Consistent with the UN "Charter on the

Rights of the Child in Sports" and with the UEFA "Grassroots Charter", the Youth and Educational Football Department has developed a specific Policy that sets forth the fundamental principles driving the approach of the Sector and of UEFA, bringing together the actions and efforts made to adopt it.

The Policy's effective implementation is guaranteed by a dedicated figure, the Child Safeguarding Officer, who is also in charge of coordinating the office of Regional Delegates working together with the member Clubs and with local third parties. The document was integrated with models, guidelines, in-depth

dossiers and paths. A dedicated web platform ([www.figc-tutelaminori.it](http://www.figc-tutelaminori.it)) is the accessible area one can visit to gather further information and that encourages clubs, sports operators, families and all figures constantly working with children and youths to zero in on the topic.

The project, which has already been hailed by FIFA and UEFA, is bound to evolve in the future, heading towards a greater sharing of this experience, so as to inspire and activate the entire Italian football system.

### FUTURE TARGETS

- Support and enhance the Youth and Educational Football Department
- Increase training and educational courses
- Define new agreements with organisations specialised in child protection







# THE CHILD PROTECTION PLATFORM

One single national portal providing information and favouring, at a local level, the use of protection measures for girls and boys playing football

## THE CULTURE OF PROTECTION IS JUST A CLICK AWAY

Knowing how important it is to protect children, FIGC has undertaken – along with UEFA and Terre des Hommes – to devise a tool that can help enforce it across the country. Bearing this goal in mind, the single national platform dedicated to all youth football stakeholders ([www.figc-tutelaminori.it](http://www.figc-tutelaminori.it)) was created.

The portal officially collects all news and instruments set up around the child protection policy, making them easily accessible. The platform is also a channel for FIGC to keep in touch with local and regional realities. The stakeholders' feedback provides the precious indications that the Youth and Educational Football Department resorts to

for perfecting their approach to and instruments for child protection.

## GOAL: RAISING AWARENESS AND EDUCATING

The policy may be effectively enforced only once all stakeholders involved in child protection have been duly informed and trained.

Knowing one's rights, being informed as to what is considered an abuse and being ready to take action accordingly, or performing a correct risk assessment and taking the apt prevention measures are all crucial factors for implementing the policy at a local level. That's why the platform features a glossary describing the definitions of abuse (physical

or psychological) and the tools in place to prevent or report it (codes of conduct, behavioural rules when playing away, protection policy, privacy and social media-related in-depth information).

Secondly, e-learning courses are available: an introductory course for raising awareness and informing, a course for coaches, a course for staff members and a specific course for the Child Safeguarding Officer.

Courses are offered free of charge and can be accessed by creating a profile and a personal area, where one can view and print course certificates. Courses are available to all youths and adults involved in youth activities.

Attending child protection courses is the requirement for joining the internal training courses for assistants in the Youth and Educational Football Department.

Starting from the 2021-2022 season, completing the course is the enabling requirement for clubs to be accredited under the 3rd and 4th quality levels envisaged by the certification system for youth sector clubs.

## REPORTING AN INCIDENT

Child protection is an extremely sensitive topic that calls for solid expertise. Knowing how important the policy is to protect youths, FIGC – along with UEFA and Terre des Hommes – is devising a tool that can favour its proper implementation across the country. The incident-reporting form is intended for both the victims of abuse and for anyone

that might come to know about a potentially dangerous situation. The reporting party is required to provide some mandatory information (place and date, type of incident, club involved, perpetrator – if known, email or telephone number) as well as additional information for the report to be processed. Anonymous reports are accepted.

## THE PLATFORM IN FIGURES

9,200

PEOPLE HAVE SIGNED UP

5,700

USERS HAVE ATTENDED COURSES VIA CLUBS

2,500

FIGC COLLABORATORS HELD THE COURSES

900

OF THE SIGNED-UP USERS ARE PARENTS

150

INCIDENTS MANAGED, TO DATE, BY CENTRAL AND PERIPHERAL STRUCTURES

35

REPORTS CAME FROM REGIONAL COORDINATION OFFICES

90%

OF REPORTS ARE ABOUT PSYCHOLOGICAL ABUSE

As at 31-12-2022



POLICY 3

# EQUALITY AND INCLUSION



# OUR POLICY

Enforce the principles of equal rights and opportunities at all levels of Italian football, ensuring that everyone feels respected and that they have been given the chance to express themselves, enjoy the game and contribute to football.

## 2030 TARGET

Create an inclusive football ecosystem that ensure equal rights and opportunities for all people involved.

## INITIATIVES

- Equality and inclusion criteria in all FIGC regulations, polices, guidelines and communications.
- FIGC awareness-raising as to equal opportunities for women in the football ecosystem.
- Measures countering discrimination based on gender, age, sexual orientation, religion or abilities.
- Awareness-raising campaigns on equality and inclusion.

## RELEVANCE FOR FIGC

In recent years the inclusion concept has become increasingly central, especially in schools and among youths, intended as the ability to offer an environment in which all diversities are valorised, so as to ensure equal growth opportunities for all.

In such a context FIGC is developing programmes and forming new partnerships in order to promote social inclusion.

The key points of FIGC's mission are the youth-oriented projects, especially the ones for the vulnerable and marginalised, and the promotion of women empowerment, on and off the pitch.

## CONTEXT AND ACTIVITIES

FIGC and the Youth and Educational Football Department work to create, through football, a new culture of inclusion, capable of valorising different abilities and promoting everyone's potential through active participation.

### Promoting inclusion: from schools to marginalised youths

For the school year 2022-2023, 2,100 schools were enrolled in the macro project "Valori in rete" (Online Values)", developed together with the Ministry for Education and Merit, which includes an integrated educational offer intended for all Italian schools and all classes.

"Valori in rete" breaks down into seven different kinds of educational-sporting initiatives, featuring different value-related focal points, identified with a view to spread among youths the positive models of inclusion and of fighting discrimination.

The "Zona Luce" (Light Zone) project, on the other hand, developed with Fondazione Pontificia Scholas Occurrentes, is intended for prison police officers and inmates of juvenile detention centres. The goal is to provide an educational offer on inclusion, with football representing an exceptional educational means.

Funded by the European Union and developed within the UEFA sphere, the project "Football for a better chance 2.0", coordinated by FIGC itself, focuses on the social role of football clubs, through which it is possible to develop aggregation and social inclusion

paths for youths comprised in the age group ranging from 14 to 18 years, considered to be particularly at risk.

### Ensuring equal rights: a strategy for women's football

In order to valorise the asset represented by women's football, FIGC's Women's Football Division has developed its own strategy, which gathers different value-related elements. Above all stands the promotion of women's empowerment, which aims to give all girls the freedom to play football, tearing down all cultural barriers.

#### FUTURE TARGETS

- Start new pilot projects for raising awareness locally
- Drafting and setting up women's empowerment programmes
- Increase synergies and partnerships supporting such projects





## WOMEN'S FOOTBALL CAMPAIGNS

**Culture:** video project "Libri in gioco" (Play books), thought up with the Salone del Libro book fair of Turin and with Centro per il Libro e la Lettura. Support to the initiative #loLeggoPerché organised by Associazione Italiana Editori (AIE - Italian Publishers Association) to improve school libraries.

**Fighting violence against women:** on the International Day (25 November), support to the FIGC campaign in favour of the toll-free helpline 1522, which provides assistance to victims of violence and stalking through specialised helpline women operators, and support to the Di.Re. network - Women on the web against violence.

**Women's empowerment:** on the occasion of the International Day of the Girl Child (11 October), support to the campaigns #InDifesa and #loGiocoAllaPari organised by Terre des Hommes. In addition, a training programme on post-career opportunities is being offered to Serie A women players.

**Health and prevention:** at the SuperCup 2021 match, launch of the project #UnaPassioneDaNutrire which aimed to raise awareness about healthy diets.

# THE POTENTIAL OF WOMEN'S FOOTBALL

**Putting in place a consistent strategy that develops the game locally and promotes professionalism as an appealing and sustainable reality**

The development of women's football in Italy is backed by a four-year strategy (2021-2025) called "Our tomorrow, now".

Federazione Italiana Giuoco Calcio was the first Association in Europe to prepare a strategic plan for its Women's Football Division.

Supported by UEFA too, the strategy's goal is to increase the number of registered players, make the teams more competitive and further develop the visibility and business value of women's football.

In this regard, FIGC was extremely pleased to hail the dawn of professional women's sport in Italy (1 July 2022), one of the strategy's major goals.

## **LOCAL ENGAGEMENT: GIVING ALL GIRLS THE FREEDOM OF PLAYING FOOTBALL**

In order to achieve this ambitious goal, FIGC's commitment is twofold.

Multiplying access opportunities for girl children and girls across the whole territory is the Association's priority in its effort to step up synergies with the clubs, boost cooperation with schools and promote mixed activities, with any club already offering football courses. Making football accessible to all must inevitably go hand in hand with a cultural growth of the surrounding context. For this reason, the Association is actively working to create a women's football

storytelling that may inspire, conquer and engage girl children and girls.

## **WORKING WITH CLUBS AND NATIONAL TEAMS**

Obtaining great success with national teams is the final goal of a process in which FIGC has been committed previously at other levels.

The target is to offer better facilities and technical expertise in all tournaments, and to outline a clear path for Championships, from a regional level to the top tier league while also supporting the development of the entire youth sector chain.

This approach will lead to an improved level of preparation and broaden the base of the players that may be selected for the national teams.

FIGC supports the personal development path of women players who become renowned public figures, so that they may become positive models to be imitated by girl children and girls.

This helps valorise the brand of the national team, the "Azzurre", so as to bolster the marketing strategy including through brands, broadcasters and platforms for spreading women's football, which can all make sport increasingly popular, thus favouring the empowerment of women through positive role models.

### RECAP OF THE TARGETS TO BE REACHED BY 2025

- Increase the number of registered players aged 5-15 by 50%.
- Bring more spectators to the stadia, expand the community on the social media and increase TV audience of National Team and Serie A matches.
- Increase the number of clubs offering women's football at a local level, including football schools that are recognised by FIGC.
- Aim to ensure the sustainability of professionalism in Serie A.
- Define a clear path for championships across the whole country, from regional levels to Serie A, including youth championships.
- Enhance the international competitiveness and results of all national teams.
- Step up the business and commercial profile and value of women's football, using National Team players as role models.

## WOMEN'S FOOTBALL IN FIGURES

36,552

**NUMBER OF REGISTERED WOMEN  
PLAYERS 2021-2022 (UP 69.1% VS 2015)**

13,591

**PLAYERS AGED 10-15 YEARS  
(UP 98.5% VS 2015)**

468

**NUMBER OF REGISTERED WOMEN COACHES  
(UP 268.5% VS 2015)**

1,834

**REGISTERED WOMEN REFEREES  
(SECOND IN EUROPE)**

350,000

**RECORD NUMBER OF TV VIEWERS FOR THE ITALIAN  
SUPERCUP (JUVENTUS-MILAN, 8 JANUARY 2022)**

8

**WOMEN'S NATIONAL TEAMS**



# ZONA LUCE

## A ball and the courage of breaking free from darkness

### WHY SUCH A PROJECT?

“Zona Luce” (Light Zone) is one of the most representative initiatives of the Association’s mission: a project dedicated to youths in juvenile detention centres. The goal is that of involving them in technical and educational activities that can put to good use football’s educational potential, promoting integration even through the participation of youths in local sporting clubs.

The name of the project, “Zona Luce” symbolises the opportunity of getting involved again, breaking free from darkness, which not necessarily must envelop us forever. The project was launched in 2020, together with Fondazione Pontificia Scholas Occurrentes and is intended for both the inmates of juvenile

detention centres and prison police officers. The activity, run by a dedicated staff consisting of FIGC Youth and Educational Football Department coaches and Fondazione Scholas educators, has been organised in such a way as to focus on issues such as inclusion, courage, commitment, loyalty, respect, fantasy, humility, identity, sacrifice.

The Association also thought up a social impact assessment phase for the project. Thanks to the collaboration with the Catholic University of the Sacred Heart, the activities carried out in the detention centres and in sporting clubs have been monitored in order to gauge the initiative’s effectiveness and its effects on the recipients. The results show that this experience has helped create new social relations and that the youths, holding their educators in high

esteem, were able to consolidate positive behaviours, better cope with frustrations, had greater self-esteem and a greater sense of self-efficiency.

“Zona Luce” has covered the entire national territory, involving the juvenile detention centres of Nisida (Naples), Casal del Marmo (Rome) and Ferrante Aporti (Turin), for a total of some 80 youths, from 2020 to 2021.

The project shall be resumed and expanded starting in late 2023, to include more and more juvenile detention centres that wish to produce, together, some tangible and effective results.





POLICY 4

# FOOTBALL FOR ALL ABILITIES





# OUR POLICY

Make the football environment inclusive, with facilities that are accessible to anyone who wants to join in, welcoming players and fans of all abilities.

## 2030 TARGET

Ensure barrier-free access to anyone who wants to play football, take part in football events or work in the world of football.

## INITIATIVES

- Increase and enhance opportunities for practising sports and football, removing all physical and cultural barriers preventing it.
- Invest in specific training and education, in volunteering and in the know-how required to manage these projects.
- Improve accessibility, for people with different abilities, to stadia, football facilities and matches shown on television.
- Convey and spread the “Football for All” culture through education, thus allowing anyone, especially the younger generations, to access the football world.
- Promote the creation of dedicated departments within the member associations.

## RELEVANCE FOR FIGC

The Association promotes the practising of football for people of all types and levels of disability, across the country.

Ensuring a constant and structured practising of sports is an instrument of inclusion and a way to enhance the physical and motor skills of all athletes.

In 2019, FIGC set up its Disability Football Division (DCPS), which coordinates initiatives supporting players with disabilities.



## CONTEXT AND ACTIVITIES

FIGC was the first sports Association in the world to set up a division supporting Disability Football Division (DCPS), thus strongly signalling a cultural change.

DCPS was the result of a Memorandum of Understanding signed by FIGC and the Paralympic Committee and is the evolution of the social project “Quarta Categoria”, started in 2016.

The project represented the first national seven-a-side football tournament – for men and women players with relationship intellectual disabilities and psychiatric pathologies – that gave the opportunity to play football in an official context.

The key feature of the tournament, which the current project “Il Calcio è di tutti” (Football belongs to everyone) has retained is that

pro clubs adopt teams with disabilities, providing them with match kits, opportunities to play football and interaction moments. It is currently deemed an avantgarde project, even outside Italy. Today, the overarching goal of DCPS is to remove all barriers hindering integration. In order to achieve this goal, the Division is fielding resources, technical

expertise, synergies, organisational capacities and structures. The “Il Calcio è di Tutti” championship, which takes place in 12 regions, involving 140 clubs and professional referees, is a model that acts as a blueprint for other experimental FIGC projects dedicated to players with different types of disabilities.

## FUTURE TARGETS

- Present new Integrated Football programmes together with the clubs
- Set up campaigns and educational paths for Experimental Football, intended for the whole football system and schools
- Increase the engagement of paralympic football championship clubs
- Identify institutional partners and new sponsors
- Provide audio-description services for National team matches
- Organise training courses for DAOs (Disability Access Officer)





# FINALE NAZIONALE

C.T.F. COVERCIANO 20-21 MAGGIO 2023



FIGC  
CALCIO PARALIMPICO  
E SPERIMENTALE



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E SPERIMENTALE





# IL CALCIO È DI TUTTI

## DCPS' seven-a-side football project has set up a record-breaking 2022/2023 championship, which ended with a celebration in Coverciano, involving one thousand athletes and spectators

Shortly after its institution, in 2019, the Disability Football Division had to slow down, in terms of activities, owing to the pandemic. It gradually resumed full functioning as the restrictions were lifted.

The championship of the seven-a-side project called "Il Calcio è di Tutti" was played entirely only starting from the 2022/2023 season.

The project entails FIGC membership for the involved clubs and the official registration of both athletes and sports educators.

Every club organises weekly training sessions for the teams, featuring both men and women, while DCPS oversees and coordinates the championship, organised based on disability levels. Throughout the year, the

matches take place at a regional or inter-regional level, while a national final match is to be played in May/June at the FIGC Technical Centre in Coverciano.

All matches are umpired by FIGC match officials, abiding by a unique and shared set of rules. FIGC directly bears the costs and UEFA provides an extensive financial cover, which significantly curbs activity costs for all participants.

### **SEASON 2022/2023: FROM TEST MATCHES TO THE FINAL**

Test matches began in early October 2022, followed by the drafting of the regional championships and groups (150 matches to be played in this phase). The championship

officially kicked off on 29 October.

The great participation of teams, clubs and athletes resulted in 850 matches, the last of which was a two-day national final event in Coverciano (20/21 May 2023).

The Minister of Sports and Youth, Andrea Abodi, sent his salute. Two renowned referees - Massimiliano Irrati and Maria Sole Ferrieri Caputi - umpired the two final matches of the 40 held (involving 450 athletes of 25 teams).

Up for grabs, before 1,000 players and club executives, was the title of Italian Champions. Three teams from Piedmont won: Torino Onlus, Terzo Tempo and Juventus Nessunoescluso. The weekend event celebrated sport and inclusion, crowning a season full of emotions and healthy competition under the banner of the true values of football.



## DCPS CHAMPIONSHIP 2022/2023

12

**REGIONS**  
(NEW ENTRIES: LIGURIA & CAMPANIA)

101

**CLUBS SIGNED UP**  
(89 IN THE PREVIOUS SEASON)

136

**TEAMS**  
(109 IN THE PREVIOUS SEASON)

2,330

**ATHLETES INVOLVED**

850

**MATCHES PLAYED**

846

**SPORTS EDUCATORS**

100

**OFFICIAL FIGC REFEREES**

SEASON 2022-2023  
3,100

**DCPS REGISTERED PLAYERS**



# THE IMPORTANCE OF PILOT PROJECTS

## FIGC as a multiplier of opportunities for all

“Il Calcio è di Tutti” (Football Belong To Everyone) is a project that aims to favour a great participation in football of players who have different types of disabilities by creating an official and structured match context, run by FIGC.

This project came after many years of efforts and collaboration between FIGC and DCPS (Disability Football Division) on a number of levels.

The main goal is to increasingly spread the practice of football among players experiencing situations of fragility, avoiding or limiting economic, social, physical and cultural barriers that currently exclude players, preventing access to sport. There are several pilot projects that have been implemented and that FIGC is supporting.

### DISABILITY NATIONAL TEAM

In the medium-long run (3-5 years), the goal is to develop national teams, especially if UEFA and FIFA were to organise international events for national teams.

For this reason, DCPS is trying out the first regional teams, consisting of a number of athletes belonging to the Division teams.

This pilot project has several goals: on the one hand, it aims to give our athletes more social international and development opportunities and to promote the DCPS movement's development; on the other, it aims to lay the foundations for a potential selection process of future national teams.

In the meantime, at an experimental level, FIGC's DCPS is cooperating with FISPIC (Italian

Association of Paralympic Sport for the Blind and Visually Impaired) following an agreement with CIP (Italian Paralympic Committee).

For the first time, a national team of visually impaired will have a technical-organisational staff consisting of FIGC and FISPIC specialised staff. The goal is to take part in the World Games of the International Blind Sports Association (IBSA), in Birmingham (8 to 27 August 2023).

Should they qualify, the national team of visually impaired may gain the right to take part in the next Paralympic Games, to be held in Paris in 2024.



## COLLABORATION WITH SPECIAL OLYMPICS ITALIA

Special Olympics Italia is the branch of the organisation founded in the United States in 1968 that currently involves about six million athletes with relationship intellectual disabilities in over 200 countries.

The Italian branch provides sports education and physical training in several Olympic sports, for both children and adults. Cooperation with FIGC began in 2022, when the Italian national team was fielded, for the first time, to support the awareness-raising and inclusion campaign promoted by Special Olympics.

Ever since that moment, FIGC has backed a number of activities, such as the European Football Week, a European event dedicated to Unified Football. This sharing of values resulted in the signing of a Memorandum of Understanding between FIGC and Special

Olympics, in February 2023. The agreement will allow to set up specific collaborations and organise sporting and promotional events, so as to share experiences and further expand the scope of the relevant activities.

## THE “CRAZY FOR FOOTBALL” PROJECT

“Crazy for Football” is the team formed by psychiatric patients from all over Italy, thought up in 2016 by Santo Rullo, a psychiatrist working at Villa Letizia clinic, in Rome.

FIGC immediately began to support the initiative, granting sponsorship to the documentary film bearing the same name, which tells about the Italian national futsal team of psychiatric patients and its participation in the 2016 World Cup in Japan (the film won the David di Donatello and Nastro di Argento awards). With a view to spreading the positive values it represents, FIGC has organised the contest “Crazy For

Football at School”, which received the UEFA Foundation For Children Award 2017.

Following the contest, Italian cinemas screened the documentary 12 times, for school students and staff to view it, between February and June 2018. Over 3,800 students participated.

FIGC then supported the Dream World Cup in 2018. The event was held in Rome and the Italian team won.

In 2021 FIGC renewed its support to the film “Crazy for Football - Matti per il calcio”, co-produced by Rai Fiction, which tells how the team was born. Cooperation with “Crazy for Football” is ongoing and has grown stronger, always aiming to boost opportunities for athletes experiencing fragile conditions while removing the cultural obstacles that prevent social integration.



POLICY 5

# HEALTH AND WELL-BEING



## OUR POLICY

Preserve the health and well-being of people through awareness-raising and educational activities, on and off the pitch.

### 2030 TARGET

Mobilise the football community to promote better health and lifestyles while involving more and more players of all age groups, especially older ones.

### INITIATIVES

- Guidelines and recommendations for a better knowledge of Health and well-being and for promoting prevention.
- Awareness-raising campaigns for youths.

### RELEVANCE FOR FIGC

Sport intended as a means of healthy values and as a multiplier of the principles to be respected is the concept that drives FIGC action in terms of health preservation.

FIGC's commitment is twofold: to ensure a safe practising of football, countering any phenomenon that may threaten its integrity and to promote healthy lifestyles while raising awareness among the younger generations.



## CONTEXT AND ACTIVITIES

Through the FIGC Anti-doping and Health Protection Commission, FIGC constantly and firmly fights doping. The Commission, resorting to the Code of Sports Justice and anti-doping regulation, drafts a yearly plan of anti-doping controls, to be conducted during matches and outside matches, and designates the athletes' representatives for matches subject to anti-doping controls.

Furthermore, the Association is investigating the phenomena related to medicalisation and the use of supplements, thus offering athletes the opportunity to inform and educate themselves and protect their well-being.

The Association's commitment is also to be seen in educational projects in favour of an anti-doping culture.

The project "Un goal per la salute" (A goal for health) brings this challenge to schools, backed by the operational support of the Italian Committee for UNICEF and the world Anti-Doping Agency (WADA).

The initiative's goal is to educate younger generations as to the ethics and culture of a sport that is healthy, mindful and free from doping.

Under the UEFA HatTrick V funding, the "Antidoping education activity" training programme – supported by UEFA and organised by FIGC together with NADO Italy (National Anti-Doping Organisation) – involves the youth national teams. An additional training course on anti-doping is offered to all clubs that are members of the Disability Football Division.

Regarding Health and well-being, the Association offers a number of educational programmes and awareness-raising campaigns on health protection and healthy diets.

Examples include support to the UEFA campaign "Coaches For Health" and the campaign #UnaPassioneDaNutrire (#APassionToFeed), promoted by the Women's Football Division.

## MATCH DOPING CONTROLS

# 518

**MATCHES ANALYSED IN 2022**

## NON-MATCH DOPING CONTROLS

# 96

**TRAINING SESSIONS ANALYSED IN 2022**

### FUTURE TARGETS

- Continue to promptly conduct anti-doping controls, so as to reduce illegal incidents and promote health protection in sports
- Enhance existing projects and develop new initiatives across the country with reference to Health and well-being
- Identify new partnerships related to Health and well-being



## UN GOAL PER LA SALUTE

The project “Un Goal per la Salute” continues, in collaboration with the Italian Committee for UNICEF and in partnership with the World Anti-Doping Agency (WADA).

The initiative, now in its fifth edition, dedicated to secondary school students from all over the country and their teachers, offers a training path that focuses on a healthy, mindful, doping-free sport in order to raise awareness as to the issues of ethics and sports culture.

Youths were guided in developing a video contribution on what they learned and experienced. The work was presented to a FIGC - UNICEF Commission that had to select the three best, one for schools in northern Italy, one for schools in central Italy and one for schools in southern Italy.



# UN GOL PER LA RICERCA

## AIRC

### The “Azzurri” always support research

For 26 years FIGC (along with Lega Serie A and AIA), every November, has been supporting Fondazione AIRC with the project “Un Gol per la Ricerca” (A Goal For Research), which is part of the national campaign “I Giorni della Ricerca” (Research Days), in order to make football fans more aware of scientific research in the field of oncology.

The study “Cancer data 2022” estimates that new cases of tumour in 2022 soared by 1.4% compared with 2020, but also stresses that, owing to the progress research has made,

survival percentages have increased. FIGC supports AIRC’s young researchers, the “Champions of research”, by funding training and specialisation courses of new research talents.

Every year, in November, the Association promotes fundraising during the live broadcasting of the Men’s A National Team’s match, supporting AIRC’s online fundraising auction by donating match-related kits and material and organising an experience with the national team, allowing people to

spend a day with the “Azzurri”.

Credit for the campaign’s success also goes to the individual commitment of many players, coaches and technical staff members, who wish to promote the initiative first-hand, conveying messages proving that the match against cancer can be won even through healthy lifestyles – the best assist to prevention. Since this cooperation began, in 2015, FIGC has raised funds totalling 425,000 Euros during national team matches – which correspond to 17 yearly scholarships for young researchers.



UN GOL X  
LA RICERCA



UN GOL X  
LA RICERCA



UN GOL X  
LA RICERCA



UN GOL X  
LA RICERCA



UN GOL X  
LA RICERCA  
DONA ORA AL  
45521





# MANCINI AND BERTOLINI TOGETHER FOR YOUTHS

## FIGC and UEFA promote health together through the “Coaches For Health” campaign

In October 2021, joining UEFA’s proposal and in collaboration with the “Insieme Contro il Cancro” (Together Against Cancer) Foundation, FIGC took part in the “Coaches For Health” initiative (#FeelWellPlayWell).

A campaign on healthy lifestyles, designed to raise awareness as to physical and mental health among young Europeans aged 13-17.

The campaign envisages that coaches of the national European teams take common action to inform youths and help them stay in good health. FIGC has joined the initiative as a Pilot Association – together with the Netherlands, Northern Ireland and Slovenia – to support the UEFA sustainability strategy under the “Health and Well-being” policy. All the 55 European Associations have been asked to support the

campaign by creating a video clip to be shown on social and traditional media channels. The campaign has involved the coaches of the Men’s and Women’s A National Teams (Roberto Mancini and Milena Bertolini) in making video clips on four issues: physical activity, nutrition, mental health and substance abuse, particularly alcohol and tobacco.





POLICY 6

# REFUGEE SUPPORT



# OUR POLICY

Help refugees, asylum seekers and internal refugees keep in good physical and mental shape and become part of the host community through the power of football.

## 2030 TARGET

Become leaders in the protection and inclusion of refugees through sport.

## INITIATIVES

- Availability and access to football activities, initiatives and events organised in the host communities.
- Opportunities for young players to access amateur and professional sports programmes.
- Promotion of the role of football as a vehicle for strengthening bonds and interaction between host communities and refugees.

## RELEVANCE FOR FIGC

Regarding integration-related activities, FIGC – through the Youth and Educational Football Department – has developed an initiative aimed at the youths welcomed via SAI (Reception and Integration System) projects.

The involved youths are hosted in reception facilities, in group housing communities or in foster homes across the country.

The project aims to support an integration model through educational activities, promoting inclusion through football.

Moreover, FIGC has joined the UEFA Unity Euro Cup 2022 competition for refugees and wants to set up new collaborations on football and integration at a national level.



## CONTEXT AND ACTIVITIES

The Association's main initiative in terms of supporting integration is the project "RETE! - REfugee TEams", intended for foreigners aged 16-19 (minors and those who have recently come of age) seeking international protection and residing in the reception centres of the local SPRAR network (System for the Protection of Asylum Seekers and Refugees) in Italy.

The project has been operating for eight years and promotes football as an educational and social integration tool. Aside from allowing to practise the sport through a tournament of refugee teams, the project triggers synergies, wherever possible, with local amateur sporting clubs.

Throughout the years, a scientific in-depth study was conducted by the Catholic University of the Sacred Heart, in order to better understand how football can be a means of integration and affect well-being and happiness among youths.

Aside from conducting the project, FIGC is constantly striving to identify synergies on this topic, both at a European and at a national level.

A FIGC delegation participated in the first edition of the UEFA Unity Euro Cup 2022, the first international competition dedicated to refugees, organised by UEFA alongside UNHCR – United Nations High Commissioner's Office for Refugees.

At a national level, FIGC is stepping up its cooperation with the leagues in order to share sports programmes and opportunities for refugees.

# 6,050

**YOUTHS INVOLVED IN THE PROJECT  
RETE! REfugee TEams OVER 8 YEARS**

### FUTURE TARGETS

- Create new professional opportunities for youths inside the football pyramid, on and off the pitch
- Expand and enhance the project "RETE! - REfugee TEams", through the new project "Rete+"
- Start a pilot project with steward-handling companies, so as to offer refugees cooperation opportunities
- Bolster synergies at an institutional level to ensure a greater involvement of Refugee Centres
- Collaborate with Lega Pro and support, at an operational level, its "Integration League" project







# REfugee TEams

## RETE! REfugee TEams: a project on football-driven integration

### WHY SUCH A PROJECT?

The project "RETE! - REfugee TEams" is intended for foreign unaccompanied minors and young adults seeking international protection, with a view to promote interaction between peers, as well as football-driven social inclusion and intercultural processes.

The project was born in 2015, following cooperation between FIGC (through the Youth and Educational Football Department), the Interior Ministry and ANCI (National Association of Italian Municipalities) and targets all youths part of SAI (Reception and Integration System) projects in reception centres, group houses and foster homes across the country.

### PROJECT ACTIVITIES

The project envisages sports and educational activities, organised and coordinated by the national structure together with the Regional Coordination units of the Youth and

Educational Football Department. In eight editions the activity has involved over 6,000 foreign minors; it aims to use football as an educational means and instrument of inclusion, promote ethically correct behaviours through value-centred education, increase awareness of the importance of physical activity and its positive impact on health and social development and create an integration model.

The organisation of technical activities, logistics and liaising with the participating subjects is entrusted to a staff consisting of a FIGC National Manager of the Youth and Educational Football Department and of Regional Officials, who follow the project throughout the season.

Technical, educational and training measures are taken up at the reception centres. The structures that have joined the project host the training sessions on a weekly basis, under the guidance of the FIGC Youth and Educational Football Department (SGS) staff. Once the regional-technical activities are over, a final

tournament featuring the participants is organised as the final step of the technical activity.

TOURNAMENT STAGES	
<b>LOCAL STAGE</b>	SGS regional officials organise regular technical-educational meetings based on the needs of the involved structures.
<b>REGIONAL STAGE</b>	First phase of the tournament, involving teams from the same region or neighbouring territories.
<b>INTER-REGIONAL STAGE</b>	The tournament carries on with inter-regional groups.
<b>NATIONAL STAGE</b>	Final event featuring the two qualified teams.



## THE “RETE” CONCEPT: EDITIONS AND EDUCATIONAL PATHS

The “RETE” (meaning network and goal in Italian) concept represents the benchmark macro project of social inclusion activities set up by the FIGC Youth and Educational Football Department within the area dedicated to “Social Football”.

In 2022, the project involved some 2,200 youths and 160 reception centres: that’s a remarkable increase compared to the previous year (1,300 youths from 116 centres). The project ensured continuity of the new technical-educational format introduced in 2021, even by means of a web portal offering useful information and through which it is possible to sign up.

Two educational paths were developed over the years, together with the Catholic University of the Sacred Heart of Rome, through the university research centre “Health Human Care

and Social Intercultural Assessment - He.R.A.” dedicated to social workers of SAI Centres, Youth and Educational Football Department local assistants and youths welcomed by the centres that took part in the project.

In 2022, a Social Football Entry Level course was set up for Youth and Educational Football Department staff and operators; an Advanced Training course on “Sport and Integration” (with 28 training modules, 70 training hours and over 400 participants) aiming to provide the tools required to train professional figures capable of creating a reception network and correctly managing migration, specifically focusing on unaccompanied minors.

Youths in SAI Centres are offered an educational path that – through an e-learning tool that is specific to each participant - allows to start a constant and gradual educational progress in terms of literacy, nutrition, healthy lifestyles, civil education and game rules.

The 2022 edition of the RETE project included, for the first time, 20 girls from two reception centres for women.

## THE 2022 TOURNAMENT STAGES





POLICY 7

# SOLIDARITY AND RIGHTS



# OUR POLICY

FIGC promotes dignity, respect and equality among all people involved in football, especially those experiencing emergency and vulnerability.

## 2030 TARGET

Include the principles of human rights in all strategic decisions and work relations. Be known for the important solidarity initiatives taken in the Italian and European football ecosystem.

## INITIATIVES

- Promotion and implementation of FIGC's commitment in favour of human rights in regulations, policies, guidelines and work relations of the Association.
- Quick response mechanisms in providing help in humanitarian emergency situations by allocating solidarity contributions.

## RELEVANCE FOR FIGC

In the current global scenario, humanitarian crises are connected to wars, natural disasters, economic shocks or political crises, which prevent a large share of the population from accessing basic needs or having a safe place where to live.

For FIGC, football is not just a sporting phenomenon, but an instrument of peace and solidarity that can ensure support even in emergency situations.

To achieve this goal, the Association has always been active in providing shelter, protection and assistance to victims of humanitarian emergencies, in Italy and across the world.

Through the search for synergies and the provision of concrete aid, FIGC aims to generate a positive impact, benefitting all those experiencing vulnerability.





## CONTEXT AND ACTIVITIES

The Association works to ensure quick response and provide support in humanitarian emergencies and environmental disasters. The intervention methods and the commitment of FIGC are established based on specific needs and on the local context and are not limited to the sporting sphere only.

In 2016, following the quake that rocked the Abruzzi, Lazio, the Marches and Umbria, FIGC allocated funds to facilitate a return to normality and to restore sports activities.

As part of the project "Il Calcio aiuta" (Football helps), 225 football clubs operating in the areas affected by the earthquake were supported with a €1.1 million fund. Following the flood that struck Genoa in 2011, fundraising initiatives were taken up to help the local people rebuild the damaged football facilities. The most recent projects are about providing a

response to the humanitarian emergencies in Ukraine and in Afghanistan through intervention, reception and integration.

Regarding Ukraine, support is being given by implementing several initiatives for the people affected by the conflict, from solidarity demonstrations to tangible measures, such as the direct provision, on the field, of foodstuffs and humanitarian aid. The Association was

also awarded the UEFA "Football and Refugees Grant Scheme" prize for its "Insieme per Herat" (Together for Herat) project, set up alongside the City council of Florence, AIC, AIAC, COSPE and Caritas, supporting the Afghan refugee women players and the coach of Bastan FC Herat, who were given shelter in Coverciano following the humanitarian emergency in Afghanistan.

## FUTURE TARGETS

- Present joint actions in response to emergencies, working with all stakeholders of Italian football
- Set up a FIGC Task Force that features the participation of FIGC offices for a quick and effect handling of emergencies
- Create a Fund to ensure a quick response to emergencies



KT02160

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*Handwritten text on a label*

PORT OF DESTINATION MALAYSIA  
CUSTOMER NO. 101214101  
ART. NO. - 8227 31  
ART. NAME. RAGA EXPONER BODER MAL  
SIZE - 0A  
QUANTITY - 11 PCS  
CARTON NO. 1 OF 1  
MADE IN VIETNAM

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M.E.A.	

TILL



# FIGC GETS GOING TO ADDRESS EMERGENCIES

## Football as an instrument of peace

To prove that football can help spread positive values, FIGC has given its contribution in addressing the humanitarian crisis in Ukraine.

The Association undertook to raise awareness and send a signal of peace by postponing the kick-off of league matches by two minutes and by supporting the participation of Ukrainian teams and coaches in Italy. Besides, the Association has set up fundraising initiatives and organised the collection of foodstuffs and medicines to be sent to the affected areas, with the support of sponsors and partners.

Through its cooperation with the Italian Red Cross – which began previously – war-stricken zones were also sent technical-sporting apparel worth 220,000 Euros, to be handed out to the most vulnerable people.

The Association has also taken part in the peace mission “L’Italia scende in campo per la Pace”, organised alongside Cooperativa Auxilium and the Community of Sant’Egidio, so as to provide basic necessities, clothing items, medicines and power units, donated by the Italian people and the partners.

The mission was an opportunity to express friendship and closeness to the people affected by the war.

FIGC donated 24,000 clothing items and footballs to thousands of children, youths and families.

To further express concrete support to young Ukrainians, FIGC has decided to facilitate the registration, in the amateur sphere and in the Youth and Educational Football Department, of Ukrainian minors, bearing all insurance and registration costs.





# AFGHANISTAN EMERGENCY

## Giving shelter to the women players and the coach of Bastan FC, Herat

In September 2021, after fleeing Kabul following the Taliban occupation, three Afghan women football players and their coach were among the refugees hosted in Florence. Members of the Bastan FC women's team from Herat (Kabul) and a symbol of women's empowerment in Afghanistan in recent years, the athletes, who arrived in Florence at the end of their migration journey, were hosted in Coverciano FIGC Technical Centre.

Working with the Florence city council, FIGC got going to give the Afghan players and the coach not only shelter, but also the opportunity to have training sessions, thus facilitating the resuming of football activities, making coaches and tutors available to have them practise the

sport. Furthermore, integration opportunities were created in this new context through in-depth studies of the Italian culture, meetings and Italian language classes, so as to support empowerment and inclusion at a local level.

The presence of these women players was an opportunity to meet the Italian national women's team too, which was training in Coverciano, ahead of two qualifying matches for the 2023 World Cup.

The testimony offered by the Afghan women players was followed by a guided visit of the Coverciano football museum, allowing the guests to find out more about the history and culture of football, from the dawn of the

Italian national team to the European Football Championship 2020 and the ball used in the final match, held at Wembley stadium.

A few months later, in spring 2022, the three young women - Susan, Maryam and Fatima - had the chance of playing a football match again, with the Centro Storico Lebowski football club.

This amateur club, historically supported by Florentine fans, wanted to welcome the Afghan women players not only out of solidarity, but to better help them pursue their football career.







**ENVIRONMENTAL SUSTAINABILITY**

# **STIMULATE CLIMATE ACTION AND REDUCE IMPACTS**







POLICY 8

# CIRCULAR ECONOMY



# OUR POLICY

Optimise resource consumption and recycling in all FIGC venues and events.

## 2030 TARGET

Include the “4R” approach - Reduce, Reuse, Recycle, Recover - in all organisational phases, minimising football’s impact on the environment, optimising resources and cutting costs.

## INITIATIVES

- “4R” approach at an operational level and in events organised by FIGC.
- Transfer of expertise in FIGC pilot projects for a circular economy.



POLICY 9

# CLIMATE AND ADVOCACY





## OUR POLICY

Work to prevent natural damage and to promote a concrete environmental commitment through FIGC-managed activities, exploiting football's visibility and scope of action in Italy.

### 2030 TARGET

Reduce the carbon footprint produced by football activities in Italy and Europe and become a credible partner of reference for environmental organisations.

### INITIATIVES

- Prevention and monitoring of FIGC's environmental impact.
- Promotion and raising awareness of FIGC's environmental commitment in regulations, policies, guidelines and working reports.



POLICY 10

# EVENT SUSTAINABILITY





## OUR POLICY

Organise and manage football events pursuing sustainability goals and following the indications of the sustainable management system suggested by UEFA.

### 2030 TARGET

Set the new benchmark criteria for organising zero-impact football events by developing and implementing the sustainable event management system recommended by UEFA.

### INITIATIVES

- Develop a sustainable management system for the football events organised by FIGC, consistent with UEFA-established standards.



POLICY 11

# INFRASTRUCTURE SUSTAINABILITY



## OUR POLICY

Design new, sustainable infrastructure to prevent or reduce environmental impact and promote a dialogue with stakeholders to regenerate existing infrastructure in accordance with sustainability principles.

### 2030 TARGET

Continue to strive for ever-higher standards for Italian and European infrastructure, establishing criteria and sharing best practices for a new generation of sustainable football infrastructure.

### INITIATIVES

- Guidelines for sustainable football infrastructure.
- Promotion and enforcement of infrastructure sustainability criteria across all FIGC governance, policies and guidelines.
- Transfer of knowledge of stadia management best practices.



# THE NEED TO TAKE ACTION

## From impacts to action: facing the environmental challenge responsibly

### FOOTBALL'S ENVIRONMENTAL IMPACT

FIGC is fully aware of the climate emergency we are facing. In its latest report, published in 2021, the IPCC (Intergovernmental Panel on Climate Change) clearly stressed how the impacts of climate change are already to be seen in a number of world regions. Football – just like other sports – contributes to such effects.

The studies conducted as part of the “Life TACKLE” project, funded by the European Commission, have shown that a single football match has a significant environmental impact.

This impact involves several aspects, including high energy consumption, waste production and emissions deriving from traveling fans and other environmental factors linked to typical stadium activities, such as food & beverage and cleaning services.

### TAKING ACTION NOW

The Association acknowledges it must contribute to reduce environmental impacts and drive change towards more sustainable practices across the entire Italian football system.

FIGC undertakes to become a strong advocate of environmental safeguard, embracing sustainable practices, promoting awareness and exploiting its widespread presence across the country.

By proving its leadership, the Association wants to inspire positive change, both on and off the pitch, for a more sustainable future of Italy's football system.

To this end, a strategic path is being paved, featuring concrete actions and significant programme-related commitments.

### FOOTBALL'S ENVIRONMENTAL IMPACTS

<b>ENERGY CONSUMPTION</b>	The lighting of stadiums and the use of heating and air conditioning of operational venues require a large amount of energy.
<b>CO<sub>2</sub> EMISSIONS</b>	Transportation of players, staff and fans to stadia causes high greenhouse gas emissions, contributing to climate change.
<b>WASTE PRODUCTION</b>	During football events, waste such as plastic bottles, disposable cups, food packaging and other waste materials are generated.
<b>WATER CONSUMPTION</b>	Football pitches require regular irrigation to ensure their good condition. This practice requires a high consumption of water.
<b>USE OF RESOURCES</b>	The production of sports equipment and apparel can involve the extraction of natural resources, energy use and CO <sub>2</sub> emissions.
<b>FOOD WASTE</b>	A large amount of food is produced at stadium food courts, which often goes unused and is wasted.



750,000

TONNES OF WASTE GENERATED BY  
EUROPEAN FOOTBALL PER YEAR

4.2

AVERAGE TONNES OF WASTE PER  
FOOTBALL MATCH IN EUROPE

*Life TACKLE project, 2018-2022*



# OUR STRATEGY

## The carbon footprint of a sustainable football: a structured approach to the environmental sustainability of the entire Italian football ecosystem

### THE PRIORITIES

FIGC undertakes to tackle the environmental challenges by adopting a more structured approach in managing environment-related issues, defining ambitious targets and the implementation of concrete actions. Such a commitment envisages, above all, the reduction of environmental impacts directly ascribable to the Association's activities and the promotion of best practices at all levels of Italian football.



#### Measure and reduce impacts

Lots of people play football in Italy, at amateur and pro levels. This has a relevant impact on the environment. It is crucial for football to fully acknowledge these impacts, gauging them accurately and defining targeted strategies for reducing them.



#### Raise awareness and educate

Italian football is capable of involving millions of people. Through educational campaigns and programmes, FIGC wants to play a leading role and inspire all its stakeholders, helping them make conscious decisions in favour of the environment, generating a positive impact on the entire ecosystem.



#### Collaborate and create partnerships

Environment-protection actions have grown more effective through partnerships and cooperation with the relevant experts, which have added value and expertise. By putting to good use such synergies, FIGC wants to further step up its efficacy and achieve more significant results.



#### Inspire and activate

FIGC is striving to become a point of reference for all of Italian football, promoting sustainable practices that can be assessed and adopted at all levels. Concurrently, FIGC is willing to be a supporting interlocutor for leagues and clubs, favouring dialogue and the development of new solutions.

## TODAY'S ACTIONS AND TOMORROW'S GOALS

FIGC has already taken up several initiatives aimed at improving the management of environmental issues related to sustainability.

In 2018, it took part in the European project "Life TACKLE", coordinated by the Scuola Superiore Sant'Anna in Pisa, with a view to promoting environmental sustainability when organising

football events. Furthermore, in February 2022, FIGC approved the "Charter of Environmental Sustainability in Football", developed alongside the major stakeholders of Italian football, which sets the guidelines for a sustainable management of sports events and facilities. The key project, representing FIGC's environmental commitment, is the renewal of the FIGC Technical Centre in Coverciano. The innovative project focuses on environmental

redevelopment and features the use of green technologies and renewable sources of energy.

This project complies with the guidelines set forth under the "UEFA Best practice guide to Training Centre Construction and Management" and the "UEFA Sustainable Infrastructure Guidelines".

## FUTURE TARGETS



### CIRCULAR ECONOMY

- Include environmental factors in procurement processes
- Develop food & catering pilot projects



### CLIMATE & ADVOCACY

- Measure the impacts of sports events and venues
- Raise awareness within the Italian Fa
- Cooperate with organisations leading the fight against climate change



### EVENT SUSTAINABILITY

- Implement UEFA's Sustainable Event Management System (SEMS)



### INFRASTRUCTURE SUSTAINABILITY

- Track the status of Italian infrastructure
- Set up a consultation group for exchanging best practices on environmental management



# CHARTER OF ENVIRONMENTAL SUSTAINABILITY IN FOOTBALL

The Charter of Environmental Sustainability in Football is a practical guide for enforcing environmental sustainability principles in events and infrastructure.

The Scuola Superiore Sant'Anna, Lega Serie A, Lega Serie B, Lega Pro, LND (National Amateurs League), AIC (Players Union), AIAC (Coaches Union), Eni, Lete, Sport e Salute and the consortium CoRiPet are the partners FIGC has worked with to draft the "Charter of Environmental Sustainability in Football", starting from the "Life TACKLE" project, so as to provide all Italian football with concrete guidelines for managing and setting up sports events.

The initiative was thought up in response to the significant energy consumption, the large quantity of waste produced and the emissions linked to travelling fans. These issues have previously been addressed at a European level, under UEFA's sustainability strategy. The Charter aims to provide models and instructions related to environmental

impact, good governance, management of operations and relations with stakeholders. The Charter is based on five pillars:

**1. Environmental governance**, for the environmental issue to become a pivotal one in the organisation's strategy, the goals being greater transparency and a constant improvement;

**2. Stadia and infrastructure management**, for sports infrastructure to be designed and maintained in accordance with efficiency criteria, envisaging the use of sustainable materials and respecting the urban context;

**3. Event management**, to prevent and reduce wastefulness and waste, stimulating a responsible behaviour among fans;

**4. Stakeholders engagement e partnership**, because change is possible only through the commitment and involvement of the entire value chain;

**5. Engagement of fans**, for passion and emotional engagement to grow hand in hand with awareness as to environmental issues, thus stimulating positive approaches.







# COVERCIANO 3.0

## Sustainable renewal is one of football's symbols

FIGC's Technical Centre (CTF), located in Coverciano and first built 65 years ago, is the first facility owned by a Football association.

The Technical Centre is not just the home of Italy's 19 national teams (men's and women's) but also hosts the Museum of Football, the offices of the Technical Sector, of the Italian Coaches Union, of the Regional Committee of the National Amateurs League, of the Referees Regional Committee and of the Italian Referees Association of Florence.

The CTF also organises training courses for professional figures involved in football. It features five football pitches, an athletics track, a goalkeepers training area, a gym and changing rooms.

The centre has a restaurant and a hotel, to better welcome athletes during their stay.

### **THE NEW TECHNOLOGICAL AND SUSTAINABLE CENTRE**

Over the years, the Centre underwent several maintenance and renovation works to meet the needs of sporting activities and all that is linked, including injury management and the subsequent rehabilitation and recovery phases.

However, it was necessary to set up a new renovation plan for the facility, owing to the high residential costs and because there was the will to start a new sustainability process with a view to reducing consumption, mainly of energy.

Hence, in late 2022, FIGC devised "Coverciano 3.0", a recovery and redevelopment plan, together with the city council of Florence and the Superintendence of Artistic and Landscape Heritage.

Starting from the valorisation of the existing facilities, the project features renovation and extension works, as well as new buildings. The design envisages the use of innovative and sustainable technologies and the use of energy produced by renewables, in particular by installing photovoltaic panels and through the recovery of consumables.

The project is totally consistent with UEFA's renewed awareness and commitment in favour of sustainability.

In order to develop the project, FIGC has decided to adopt the infrastructure design guidelines set forth under the "UEFA Best Practice Guide to Training Centre Construction and Management" and the "UEFA Sustainable Infrastructure Guidelines". FIGC's ultimate goal is that of reducing primary energy requirements by 32.5% by 2030.

Besides, the strategy for reducing CTF-related impact and to therefore achieve carbon neutrality also includes carbon offsets and the continuous measuring of emissions.

In addition to the future installation of photovoltaic panels over a surface of about 4,000 square metres – which ensures a daily production of 400 kW – FIGC will take a number of initiatives for energy and environmental sustainability:

- replacing the car fleet with electric vehicles;
- installation of electric car charging stations;
- replacing all lamps in the CTF with LED lights;
- insulation;
- replacement of plastic and search for alternatives in both packaging and kitchen supplies (tableware, cutlery and disposables);
- elimination of plastic bottles.

In addition to these initiatives, FIGC will plant dozens of species of trees, to preserve the area's biodiversity, and promote local employment, particularly by employing, in

the hotel, local youths who are vulnerable or experiencing social hardship.

# 3,810 m<sup>2</sup>

**OF PHOTOVOLTAIC PANELS**

# 400 kW

**DAILY PRODUCTION FROM  
PHOTOVOLTAIC**

# 70

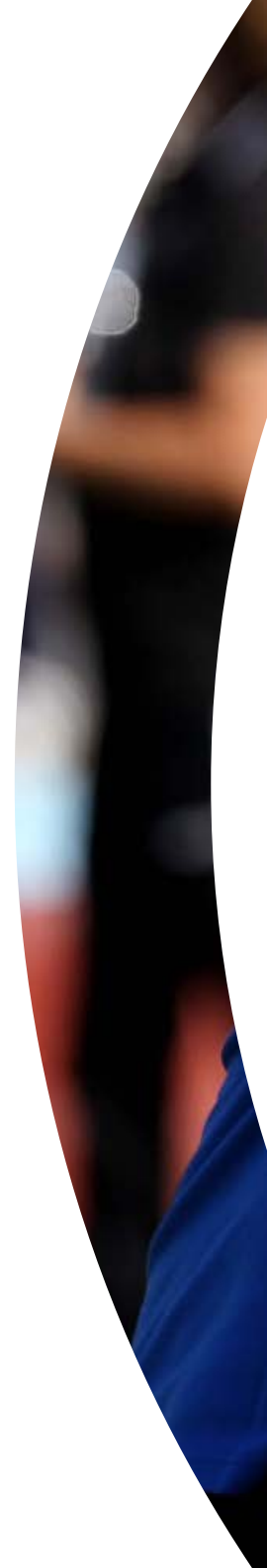
**NEW TREES PLANTED**





# APPENDIX

*With reference to the data set forth under the Appendix, the data reported under the “Timing” column refer to the calendar year or sports season*





SETTORE  
GIOVANILE E  
SCOLASTICO

#UNITED





# ANTI-RACISM

INITIATIVES	TARGETS	KPI	TIMING
<b>COOPERATIVE ACTIONS FOR IDENTIFYING, INVESTIGATING AND PUNISHING RACISM IN ITALIAN FOOTBALL</b>	Conduct a campaign, on a yearly basis, in favour of anti-discrimination and involving the stakeholders of Italian football	Activity status	2024
	Create a shared database of racism incidents to collect discrimination cases by cooperating with the institutions and reference organisers	Activity status	2024-2025
	Increase the involvement of youths in football schools that are part of UEFA's programme "Outraged": <ul style="list-style-type: none"> <li>- 11 football schools involved by 2023</li> <li>- 210 children involved by 2023</li> <li>- 18 adults involved by 2023</li> <li>- 35 training/educational hours provided by 2023</li> <li>- 50 football schools involved by 2025</li> <li>- 2,000 children involved by 2025</li> <li>- 200 adults involved by 2025</li> <li>- 200 training/educational hours provided by 2025</li> </ul>	Number of schools involved  Number of beneficiaries involved  Hours of training provided	2025
	Organise a meeting, on a quarterly basis, of the Anti-discrimination Working Group, featuring the stakeholders of Italian football	Activity status	2024-2025



# CHILD AND YOUTH PROTECTION

INITIATIVES	TARGETS	KPI	TIMING
<b>FIGC ONLINE CHILD PROTECTION PLATFORM: INFORMATION, EDUCATIONAL, REPORTING SERVICES</b>	Provide information and training services and subsequent certificates: - 10,000 courses by 2023 - 20,000 courses by 2025 - 40,000 courses by 2030	Number of registered people  Number of courses provided	2030
<b>YOUTH AND EDUCATIONAL FOOTBALL DEPARTMENT SPECIFIC LOCAL STRUCTURE FOR SUPPORT, MONITORING, TRAINING AND INTERVENTION</b>	Train experts from the legal, regulation and psychological sectors of local Youth and Educational Football Department structures: - organise a national workshop by 2023 - organise a national workshop by 2025 - organise a workshop for each regional coordination by 2030	Activity status	2030
<b>NATIONAL AND LOCAL PROTOCOLS AND AGREEMENTS SUPPORTING FIGC STRUCTURES</b>	Define child-protection agreements with non-profit organisations, governmental bodies and specialised structures: - 2 national agreements and 1 regional agreement by 2023 - 3 national agreements and 5 regional agreements by 2025 - 5 national agreements and 20 regional agreements by 2030	Number of agreements reached	2030







# EQUALITY AND INCLUSION

INITIATIVES	TARGETS	KPI	TIMING
<p><b>FIGC ACTIVITIES FOR RAISING AWARENESS AS TO EQUAL OPPORTUNITIES AT ALL LEVELS OF THE FOOTBALL ECOSYSTEM</b></p>	<p>Start an awareness-raising pilot project:            - a project conducted together with juvenile detention centres, intended for vulnerable youths</p>	<p>Number of pilot projects started</p>	<p>2024</p>
	<p>Start an awareness-raising pilot project:            - 3 pilot projects that FIGC that may be replicated across the country</p>		<p>2026</p>
<p><b>CAMPAIGNS RAISING AWARENESS AS TO EQUALITY AND INCLUSION</b></p>	<p>Conduct women's empowerment programmes:            - a training programme            - a yearly seminar            - an awareness-raising day</p>	<p>Number of training programmes carried out             Number of seminars organised             Awareness-raising day</p>	<p>2023-2024</p>
	<p>Conduct 2 awareness-raising campaigns on equality and inclusion</p>	<p>Number of campaigns developed</p>	<p>2023</p>



# FOOTBALL FOR ALL ABILITIES

INITIATIVES	TARGETS	KPI	TIMING
<p><b>INCREASE AND ENHANCE OPPORTUNITIES FOR PRACTISING SPORTS AND PLAYING FOOTBALL, REMOVING ALL PHYSICAL AND CULTURAL BARRIERS PREVENTING THE ACHIEVEMENT OF THIS GOAL</b></p>	<p>Increase the engagement of athletes and clubs:</p> <ul style="list-style-type: none"> <li>- 150 teams taking part in FIGC's Disability Football Division</li> <li>- 2,500 registered athletes</li> <li>- 900 matches played</li> </ul>	<p>Number of teams</p> <p>Number of participating players</p> <p>Number of matches</p>	<p>2024-2025</p>
	<p>Increase the number of third-level clubs for developing specific projects:</p> <ul style="list-style-type: none"> <li>- 60 clubs involved by 2026 (+40%)</li> <li>- 200 clubs involved by 2030</li> </ul>	<p>Number of clubs</p>	<p>2030</p>
	<p>Increase the number of paralympic football clubs that can offer integrated football initiatives to youths:</p> <ul style="list-style-type: none"> <li>- 50 clubs by 2026 (+66%)</li> <li>- 200 clubs by 2030</li> </ul>	<p>Number of clubs</p>	<p>2030</p>





# FOOTBALL FOR ALL ABILITIES

INITIATIVES	TARGETS	KPI	TIMING
<b>CONVEY AND SPREAD THE CULTURE OF “FOOTBALL FOR ALL” TO ALLOW EVERYONE, ESPECIALLY THE YOUNGER GENERATIONS, TO ACCESS THE WORLD OF FOOTBALL</b>	Offer all coaches, executives, medical staff 3 yearly courses and 1 biennial course on disabilities and related medical aspects	Number of training courses provided	2025
	Offer clubs training courses on integrated football: – 2 entry level experimental courses by 2023 – 21 courses (1 course per region coordination unit) by 2026 – 21 courses (1 course per region coordination unit) and inclusion of modules in all entry level courses for coaches by 2030	Number of training courses provided	2030
	Include, in UEFA-C courses, a total of 2-4 hours dedicated to youths with disabilities	Number of training hours provided	2024-2025
	Conduct a campaign, on a yearly basis, for promoting experimental football in schools	Number of campaigns implemented	2024
	Conduct 2 campaigns, yearly, for raising awareness as to different abilities		2026
	Develop 2 institutional partnerships with topic experts	Number of partnerships set up	2026
	Set up sponsorships supporting the projects		2030



# FOOTBALL FOR ALL ABILITIES

INITIATIVES	TARGETS	KPI	TIMING
<b>IMPROVE ACCESSIBILITY TO STADIA, FOOTBALL FACILITIES AND TV-BROADCAST MATCHES FOR PEOPLE WITH DISABILITIES</b>	Conduct 3 mapping audits to analyse the status of Italian infrastructure based on experimental football criteria	Activity status	2024
	Activate the audio-description service for 6 matches of the Men's A National Team and 6 matches of the Women's A National Team	Number of matches	2030
	Organise a specific training course on audio-description for the visually impaired, intended for sports commentators	Number of trained specialised commentators	2025
	Envisage a mandatory training course on accessibility criteria for all the Disability Access Officer (DAOs) of Serie A clubs	Activity status	2024-2025
	Develop a "Dedicated welcome service" through assistance with trained stewards and dedicated service for matches of the Men's and Women's A National Team	Activity status	2030







# HEALTH AND WELL-BEING

INITIATIVES	TARGETS	KPI	TIMING
<b>GUIDELINES AND RECOMMENDATIONS FOR IMPROVING EXPERTISE RELATED TO HEALTH AND WELL-BEING AND FOR PROMOTING PREVENTION</b>	Create a regional network of doctors to support Health and well-being training activities	Activity status	2030
	Continue conducting doping controls to reduce the number of cases and promote the protection of health in sports: - 1,500 doping tests by 2024 - 1,600 doping tests by 2026 - 1,800 doping tests by 2030	Number of doping tests conducted	2030
	Identify a partner for jointly devising a project on Health and well-being	Activity status	2024-2025
	Prepare training modules on Health and well-being: - 4 live meetings with 4 teams, per meeting	Number of training courses provided	2024-2025
	Enrich the project "Un Goal per la Salute" with a module dedicated to Health and well-being, to be included in the educational and awareness-raising programme "Child protection" of the Youth and Educational Football Department	Activity status	2024-2025
	Reach a total of 5,000 participants in the online course of the module on Health and well-being within the educational programme "Child protection"	Number of participants in the involved course	2024-2025



# REFUGEE SUPPORT

INITIATIVES	TARGETS	KPI	TIMING
<b>OPPORTUNITIES FOR YOUNG PLAYERS TO ACCESS AMATEUR AND PRO SPORTS PROGRAMMES</b>	Increase the number of participants in the REfugee TEams tournament, reaching 2,700 people, increasing the engagement of the local territory (+50%)	Number of participating players	2026
	Increase the number of reception centres involved in the project, reaching 225 centres (+50%)	Number of centres involved	2026
	Increase the number of football clubs giving shelter to refugees across the country (150 clubs)	Activity status	2026
	Envisage a training module on Refugees at a national level for the regional coordinators involved in the relevant projects	Number of training modules provided	2025
	Identify a scientific partner that can support the REfugee TEams project	Activity status	2025
	Enhance and start the project "Rete+"	Activity status	2024-2025
	Increase, by 2 hours per week, for a period of 14 consecutive months, sports practising at a regional and inter-regional level	Hours of sports practice	2024-2025
	Set up a platform, together with Lega Serie A, Lega Serie B, Lega Pro and Lega Nazionale Dilettanti, for sharing sports programmes and giving opportunities for accessing activities in favour of refugees	Activity status	2030







# REFUGEE SUPPORT

INITIATIVES	TARGETS	KPI	TIMING
<p><b>PROMOTION OF FOOTBALL AS A VEHICLE TO STRENGTHEN BONDS AND INTERACTIONS BETWEEN HOST COMMUNITIES AND REFUGEES</b></p>	<p>Organise “Computer Based Training” modules on specific initiatives concerning sports events:            – 3 training courses by 2025            – 5 training courses by 2026</p>	<p>Number of training modules organised</p>	<p>2026</p>
	<p>Identify 3 football clubs to create a network that can promote the inclusion of refugees through job placement</p>	<p>Number of clubs identified</p>	<p>2026</p>



# SOLIDARITY AND RIGHTS

INITIATIVES	TARGETS	KPI	TIMING
<p><b>PROMOTION AND IMPLEMENTATION OF FIGC'S COMMITMENT IN FAVOUR OF HUMAN RIGHTS IN REGULATIONS, POLICIES, GUIDELINES AND WORK RELATIONS OF THE ASSOCIATION</b></p>	<p>Update FIGC's Code of Ethics by adding references to and principles of Human Rights</p>	<p>Activity status</p>	<p>2024</p>
<p><b>RAPID RESPONSE MECHANISMS FOR PROVIDING ASSISTANCE IN HUMANITARIAN EMERGENCIES THROUGH SOLIDARITY MEASURES</b></p>	<p>Create a FIGC Task Force for Emergencies, consisting of specific offices and functions of the Association</p>	<p>Activity status</p>	<p>2023-2024</p>
	<p>Create and guarantee a fund that can ensure FIGC's quick response to emergencies</p>	<p>Activity status</p>	<p>2023-2024</p>





# CIRCULAR ECONOMY

INITIATIVES	TARGETS	KPI	TIMING
<b>"4R" APPROACH AT AN OPERATIONAL LEVEL AND WITHIN EVENTS ORGANISED BY FIGC</b>	Implement the "4R" method (Reduce, Reuse, Recycle, Recover) in FIGC activities and events	Activity status	2026
	Include environmental factors in procurement processes (supplies and gifts), in accordance with sustainability standards	Activity status	2024
<b>TRANSFER OF KNOWLEDGE IN FIGC PILOT PROJECTS SUPPORTING THE CIRCULAR ECONOMY</b>	Develop food & catering pilot projects with the National teams: - 1 pilot project at a Men's A National Team match by 2024 - 4 pilot projects at a Men's A National Team match by 2026	Number of projects set up	2026
	Minimise the use of disposables by choosing more sustainable packaging and using more recycled plastics, reconditioned/remanufactured materials at national team matches	Activity status	2030
	Publish the Italian version of the "UEFA Circular Economy Guidelines" and disseminate related information	Activity status	2023-2024



# CLIMATE AND ADVOCACY

INITIATIVES	TARGETS	KPI	TIMING
<b>PREVENTION AND MONITORING OF FIGC'S ENVIRONMENTAL IMPACT</b>	100% of the waste collected in FIGC venues to be disposed correctly	Amount of waste produced (Kg)	2023
	Include criteria for sustainability and for reducing the environmental impact: – Review of all technical specifications for tenders and review of all the purchases procedure	Activity status	2024
	Include criteria for sustainability and for reducing the environmental impact: – Review of green sustainability parameters in all FIGC activities	Activity status	2026
	Calculate the CO <sub>2</sub> footprint produced by FIGC travels	Activity status	2024-2025
	Start projects for offsetting the CO <sub>2</sub> emissions produced by the travels of the national teams	Activity status	2024-2025
	The car fleet for FIGC activities at the Rome venues must be 100% electric	Activity status	2030
	Install 40 drinking water dispensers to reduce plastic waste in FIGC venues (Rome and Coverciano)	Number of dispensers installed	2024
<b>PROMOTION AND AWARENESS-RAISING AS TO FIGC'S COMMITMENT IN FAVOUR OF THE ENVIRONMENT, TO BE INCLUDED IN THE ASSOCIATION'S REGULATIONS, POLICIES, GUIDELINES AND WORK RELATIONS</b>	Promote initiatives for reducing the amount of waste produced in FIGC venues (Rome and Coverciano)	Activity status	2024
	Promote a "Climate advocacy" pilot project with the national teams and working together with clubs	Activity status	2024
	Sign a Memorandum of Understanding with an organisation leading the fight against climate change	Activity status	2024
	Establish in-house guidelines for raising awareness as to sustainable behaviour inside and outside FIGC venues	Activity status	2024





# EVENT SUSTAINABILITY

INITIATIVES	TARGETS	KPI	TIMING
<b>“4R” OPERATIONAL APPROACH IN EVENTS ORGANISED BY FIGC</b>	Select hotels taking into account their sustainability certifications when organising FIGC major events	Activity status	2024
	Implement UEFA’s Sustainable Event Management System (SEMS) for events organised by FIGC	Activity status	2025
	100% of city/stadium dressing must be plastic-free or reconditioned	Activity status	2026
	Develop an App for digital accreditation management	Activity status	2028



# INFRASTRUCTURE SUSTAINABILITY

INITIATIVES	TARGETS	KPI	TIMING
<b>GUIDELINES FOR SUSTAINABLE FOOTBALL INFRASTRUCTURE</b>	Translation of UEFA Sustainable Infrastructure Guidelines and production of related information	Activity status	2023
<b>PROMOTION AND IMPLEMENTATION OF SUSTAINABILITY CRITERIA ACROSS FIGC GOVERNANCE, POLICIES AND GUIDELINES</b>	Create a database of Italian sports facilities: - database of the professional clubs' sports facilities by 2026 - database of the amateur clubs' sports facilities by 2030	Activity status	2030
<b>PROMOTION AND IMPLEMENTATION OF SUSTAINABILITY CRITERIA ACROSS FIGC GOVERNANCE, POLICIES AND GUIDELINES</b>	Establish a Consultation Group as an operational tool for dialogue and debate among experts, clubs and institutions with the aim of sharing the best environmental and technological solutions for infrastructure	Activity status	2026
	Support the progress and completion of sustainability works of the macro project "Coverciano 3.0"	Activity status	2023-2024





## FIGC SUSTAINABILITY STRATEGY

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FIGC photographic archive, Getty Images

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Sustainability strategy 2030