

A Work Project presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

IN WHAT WAYS ARE EUROPEAN FOOTBALL FEDERATIONS
CONTRIBUTING TO SOCIETY? THE 2030 AGENDA AND MEASUREMENT OF
IMPACT

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17-12-2021

Abstract

This work project aims to investigate in what ways are European football federations contributing to society by aligning strategies with the 2030 agenda and through the measurement of impact processes that Federations have developed in their reports. Focusing on the universe of UEFA Member Associations and applying a thematic analysis, the work project explores what has already been done and what could still be done, suggesting an Impact Measurement Framework to assist in the overall sustainable development progress of UEFA Member Associations.

Keywords: Sustainable Development Goals, European Football, Reporting, Impact Measurement Framework

Acknowledgements

The author would like to express sincere gratitude to Professor Ricardo Zózimo for his patient guidance and encouragement during this research work. Grateful thanks are extended to interviewees who shared their experience on the field as well as those who were consulted, providing constructive recommendations on the topics developed.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. Introduction

Meeting at a time of immense challenges, organizations are being pushed towards more responsible actions, rethinking their role in society. Consequently, linking business strategies with sustainable development while enhancing corporate social responsibility is becoming increasingly important for organizations seeking to succeed (Aagaard 2016).

In line with this growing interest towards Social Responsibility is the 2030 Agenda, launched in 2015 to define and coordinate global priorities in response to the economic, social and environmental challenges faced by the planet (Wynn and Jones 2019).

Within the declaration, private sector and business are recognised a significant role in the achievement of the Sustainable Development Goals (SDGs) (United Nations 2015). More specifically, sports are considered “an enabler of sustainable development”.

To fully understand this sports industry contribution towards society’s sustainable development, having football as the most popular sport in the world and Europe its largest market, the context of European Football was the scope of analysis of the work project, aiming to answer: *In what ways are European Football Federations contributing to society?* The response to such question is deeply connected with the 2030 Agenda journeys of Federations as well as the development of tools to measure impact, as Beske (2020) states that to evaluate whether a company’s contribution to the sustainable development is positive or negative it must be measured. Not only, Campillo-Sánchez et al., (2021) also defend that advancing in the achievement of the SDGs largely requires promoting decision-making based on concrete and reliable common indicators.

The work project provides a literature review on Chapter 2, with a focus on SDGs, the role of sports and football on sustainable development and the relevance of measuring impact. Following, the methodology used to answer the problematic is explained on

Chapter 3. Chapter 4 includes Findings, leading to a Discussion and an Impact Measurement Framework suggestion on Chapter 5. Next, in chapter 6, conclusions are drawn and lastly Limitations and for Future Research are addressed in Chapter 7.

2. Literature Review

2.1 Sustainable Development Goals

Since the declaration of the 17 United Nations Sustainable Development Goals in 2015, countries have begun developing and strategizing their national pathways for effective implementation of the 2030 Agenda (Sebestyén and János 2021). The new global agenda was agreed by 193 countries who signed its underlying 17 Goals, 169 Targets and 232 unique Indicators. Following United Nations (2015), this framework aims to provide a blueprint for a more sustainable future by tackling urgent global challenges, such as poverty, inequality, climate change and environmental degradation.

Contrary to the preceding Millennium Development Goals, SDGs are not only about governmental action (Malay 2021). With the motto of “Leaving no one behind” the journey for the 2030 Agenda “involves Governments, the United Nations system and international institutions, local authorities, indigenous peoples, civil society, the private sector, the scientific and academic community — and all people” (United Nations 2015).

Being currently halfway to the goal line set, it is possible to observe a recent tendency whereby companies undertake measures to contribute for a sustainable development for today and future generations. According to Belz and Binder (2017) there is evidence of potential business opportunities by exploring sustainable business models towards converting sustainable development challenges into business opportunities. Such fact makes it even more appealing for private organizations - which account for the majority

of jobs and capital flows (Adams et al. 2020) - to actively pursue responsible strategies and become aligned with the Sustainable Development Goals.

Achieving such alignment requires applicable national policies that are easily available for business. Such can be an obstacle as according to Muff (2016) the SDGs' global nature make it challenging to serve as a source for measuring national progress. As a matter of fact, one of the critics posed to the United Nations' SDGs is the fact they are too universal, broadly framed, difficult to quantify, implement and assess (Bali Swain & Yang-Wallentin 2020). To overcome this challenge, besides each country own measures and public policies to reach the Goals, it is also relevant to fully adequate strategies for organizations depending on the industry they are inserted.

Therefore, the SDG Compass has been developed to assist in a business level. Five clear steps are drawn: starting by (1) understanding the SDGs, it is possible to move into (2) defining priorities. Once priorities are clear, it is advised to (3) set goals and correctly (4) integrate them within the organization's strategy. Lastly, it is key to advance in (5) reporting and communicating. With this method, it is possible to create a cyclic process aiming to maximize a company's contribution to the SDGs (SDG Compass 2015).

By assessing how can each sector align its involvement on the process, bearing in mind each industry specificities, following regional and local segmentation - either geographical or business nature wise - the objective is that the goals should be accomplished, on a global scale by 2030.

2.2 Sports and Sustainable Development: European Football

Sport's contribution in reaching sustainable development is officially acknowledged in Transforming our World: the 2030 Agenda for Sustainable Development (2015, 10) whereby one reads "We recognize the growing contribution of sport to the realization of

development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”.

Indeed, the power of moving masses and emotionally engaging with fans brands sports as key enabler of sustainable development, enhancing at the same time the implementation of the SDGs. Accordingly, Rowe et al. (2019) state that professional sport teams are increasingly engaging in activities that target community development agendas.

As Adams et al. (2020) acknowledge, there is a need for aligned evolution between the role business plays, by developing and fostering their measures and the one that Governments, NGOs and civil society have in hands. Henceforth, the United Nations Office on Sport for Development and Peace has developed an overview outlining the contribution of sport to the SDGs, counting with the expertise and experience of several Sport for Development and Peace (SDP) players.

It showcases how sport-based approaches can contribute to the achievement of the SDGs, culminating in the aggregation of the 7 most relevant Goals for the sports industry: SDG3 (Good Health and Well Being), SDG4 (Quality Education), SDG5 (Gender Equality), SDG8 (Decent Work and Economic Growth), SDG11 (Sustainable Cities and Communities), SDG16 (Peace, Justice and Strong Institutions) and SDG17 (Partnerships for the Goals).

Without any doubt, football is the world’s favourite sport. According to Cardenas (2015, 11), such consolidation is the “result of both the inherent attributes of the game, its simplicity and universality, as well as the historical processes that have contributed to the expansion of this sport throughout time”.

Around 4 billion of people consider themselves as fans, meaning half of the world's population follows football (Campelli 2021). In addition, in 2006, the Fédération Internationale de Football Association (FIFA) directed a survey to determine the impact and significance of football around the world (Taiyo et al. 2016). At that time, the number of registered players – professionals and amateurs - was over 265 million, counting with a growth rate of 10% since the last evaluation, six years prior.

Besides the strong social aspect, the so called “beautiful game” also presents an expressive figure in regard to the economic impacts that advent from the sector's activities. In 2018, the Global Revenue of Football was 42 billion of dollars, more the double of American Football, with 20 billion of Revenues (Finance Football 2019).

When it comes to embracing greener practises and the preserve the environment within football, both the recent trend of promoting Carbon Zero Games and the enhanced concern with the impact of mega events such as the Europe or World Cups are the trigger needed. The official World Cup 2022 in Qatar makes a pledge, by affirming “we are committed to delivering a carbon-neutral FIFA World Cup through best construction practices, leaving a climate legacy for Qatar and the region” (Supreme Committee for Delivery & Legacy, Qatar 2022). Alongside, the planning of the Euro 2024, happening in Germany, is being aligned with the SDGs and sets Environment as a key pillar of its Social Responsibility Strategy: “the environment is a core priority, with the aim of reducing or, where this is not possible, compensating for all the negative environmental impacts of the tournament” (UEFA Euro 2024 Germany 2021, 9).

This impact of football in the three areas of sustainability – social, economic and environmental - deserves further analysis, in line with the common language of the SDGs. Academic literature focusing on football clubs and their CSR activities has been

published (Ribeiro et al. 2019) with a strong emphasis on European professional football ecosystem – the largest market - and also regarded as the most and competitive (The Financial Landscape of European Football 2020). However, little is yet known about how the major entities of football in a national level, that is, the National Federations are progressing in order to be aligned with the efforts held by Governing Institutions on a global level – UNESCO and the 2030 Agenda– or in a business sight - as UEFA and its Football and Social Responsibility (FSR) Roadmap, which intends to “ensure that long-term, meaningful FSR work reaches all football stakeholders in the continent” (FSR Roadmap, 2).

As such, it is relevant to investigate the growth of Football National Federations in the areas of sustainable development and its connection with the SDGs, whether it is implemented or if there are any major challenges that require special attention. To have this overview, assessing the growth and progress becomes key as with it comes data, crucial to yield better results and enhance decision making (Nisar et al. 2021).

2.3 Measuring and Reporting Football’s Impact on Sustainable Development

The imperative for managing, measuring, and maximizing impact has never been greater (Wilson 2021). The American Economist Milton Friedman stated ‘One of the great mistakes is to judge policies and programs by their intentions rather than their results’. In fact, monitoring goal progress is a crucial process that intervenes between setting and attaining a goal and helps to ensure that goals are translated into action (Harkin 2015).

To measure the social impact related with the SDGs, the Agenda presents 232 Indicators aimed at quantifying shared global development. Such Indicators have challenged national and global statistical to put in place methodologies and mechanisms for data collection (Campbell et al. 2020). Literature with emphasis on SDG Indicators suggests

that further refining is needed to reduce wording ambiguities and tackle pitfalls, highlighting the overwhelming challenge with missing data as just over half of all indicators has sufficient data to allow tracking its progress (Dang & Serajuddin 2020).

The football industry is not foreign to this discussion. Back in 2008, the last president of the G-14 club organization, Jean-Michel Aulas set the goal of assessing social activities of clubs, focusing on analytical systematization to optimize impacts, through the measurement of social performance and investments in the community (Fernández-Villarino 2021). Such culture of measurement and analytic approach allows to demonstrate the practical application of sustainability.

According to the same authors, the system of social performance measures would be developed for the whole industry, enabling to compare results and easing their communication. In addition, Breitbarth et al. (2011) state that measures should be quantifiable to be compared with internal expectations and benchmarked externally.

When it comes to reporting, that is, disclosing and communicating progress, Adams et al. (2020) state that only communicating how value is created for investors is insufficient. Showcasing how it is created and safeguarded for all stakeholders, as well as how an organization contributes to long-term growth, has become a prerequisite for public trust.

For this context of a multi stakeholder perspective, Malay (2021) suggests two conditions that need to be met to get consistent indicators: (1) structure indicators according to the domain under consideration, resulting in actions focused on each of the 17 Goals and (2) develop variables that can be measured by different actors. As such, coordination between multi stakeholders of a certain domain can be improved, achieving progress as a whole, in line with the aim of the Agenda.

Hence, having the challenge of the Agenda 2030 in view, this work project proposes to investigate how Football – specifically European Football Federations – is contributing to society through the SDGs, by asking the following research question: *In what ways are European Football Federations expressing their contribution to society through the SDGs?* Following this first analysis of what is being and the existence of a common SDG language, a sub-question, related with measuring impact arises: *To what extent are European Football Federations measuring the impact created in society?*

3.Methodology

3.1. Research Context: European Football and Sustainable Development

As stated by the UN Office for SDP, there is international recognition on the sport's role for social progress. Indeed, football Governing bodies are taking steps towards sustainability, by establishing Foundations and including Social Responsibility in their core strategy (FIFA 2021; UEFA 2021). UEFA references its collaboration with NGOs, the EU, and the usage of the 2030 Agenda, targeting to make use of its resources to benefit society. Not only, its Football and Social Responsibility Roadmap intends to serve as a guide, enhancing each journey, while ensuring that nobody is left behind. Consequently, at a local level, both Football Clubs and National Football Associations are also following this path. On December 2021, the German Football League (Bundesliga) became the first professional football league to include mandatory sustainability criteria in licensing regulations, mentioning the SDGs (DFL 2021). Nonetheless, it seems to be only the very fresh start which then needs further investigation, allowing to understand the contribution of European FAs to society aligned with the SDGs, as this work project aims to.

3.2 Research Design

In order to answer to the main research question, a strong conceptual understanding of the SDGs – specifically the ones more relevant in the sports' context was needed. In that

sense, the work project relies on a thorough study of the available literature, having the United Nations’ official overview outlining the contribution of sport to the SDGs from the Office on Sport for Development and Peace laying the ground for the investigation.

A qualitative research was employed drawing on thematic analysis, which enables a systematic way of seeing and processing qualitative information using “coding” (Braun and Clarke 2006). Deep and cautious analysis of the 55 Federations’ websites were the primary key source of data. A time cut was set to assist in aggregating all significant data, bearing in mind the year in which the SDGs were launched: 2015. As such, only information from 2015 to 2021 was considered for the study. When available, Integrated or Sustainability reports were examined aiming to find evidence of the SDGs.

Key stakeholders were also involved, allowing to bridge the gap between explicit knowledge (theory) and the application of such knowledge in a particular context (experience in the workplace) (Parker and Jorritsma 2021). A multi stakeholder perspective analysis was sought after, leading to conversations with International Governing Entities (United Nations) to the European Football Governing Body – UEFA - and further narrowing the scope to four Football Federations representatives from the sample, in the area of Social Responsibility, as presented in Table 1.

<i>Organization</i>	<i>Name</i>	<i>Position</i>	<i>Aim of the Interview</i>
<i>UN</i>	Babatomiwa Adesida	Philanthropy Engagement Consultant for the SDG Fund	Understand contribution of Sports to the achievement of SDGs: how and why
<i>UEFA</i>	Filippo Veglio	Senior FSR Expert	UEFA’s take on the subject, overview of MA’s development and further actions planned
<i>PORTUGUESE FA</i>	Francisca Araújo	Social Intervention	Comprehend the SDG journey and issues about reporting in a Cluster 5 Federation
<i>DUTCH FA</i>	Fnaan Woldegiorgis Amin Chankour	Head of Diversity and Inclusion Jr. Advisor Corporate Affairs	Comprehend the SDG journey and issues about reporting in a Cluster 5 Federation
<i>BELGIUM FA</i>	Hedeli Sassi	Football & Social Responsibility	Explore the SDG journey and reporting in a Cluster 7 Federation
<i>ITALIAN FA</i>	Crsitina Blasetti Niccoò' Donna	Social Responsibility Head of FIGC Study & Research Division	Explore the SDG journey and reporting in a Cluster 7 Federation
<i>GERMAN FA</i>	Patrick Montgomery Wolf	Head of Institutional Relations	Explore the SDG journey and reporting in a Cluster 7 Federation

Table 1: Stakeholders involved on Data Collection Process

3.3 Sampling Process

Aiming to address how are Football Federations progressing in both their 2030 Agenda journey and in what measuring impact is concerned, required (1) defining geographical boundaries for the study – which fell into the span of Europe for being the largest football ecosystem, having UEFA as an active governing entity on the promotion of Social Responsibility as well as (2) a screening of all the Federations, understanding whether there was enough, readable, and reliable information for analysis.

From an initial list of the 55 UEFA Member Associations (MAs), 5 countries were left out for not satisfying the abovementioned prerequisites: Byelorussia, Faroe Islands, Russia, Slovakia, and Slovenia. The final sample was then of 50 counties (Appendix 2).

3.4 Data Analysis: Thematic Analysis

To yield meaningful results, it is imperative that qualitative research is conducted in a rigorous and methodical manner (Attride-Stirling 2001). As the sample of 50 National Associations can be considered a large data set, a thematic analysis was useful in summarizing the key features, needed to develop a final overview (King 2004).

Starting by **getting familiar with data** was the first stage. Going through all the literature and sources of information translated in getting a numerous, complex, and varied forms of data sets, with little structure. However, such immersion on data permitted to get a comprehensive point of view (Dey 1993). After finding patterns and concluding what was interesting about data, it was time to **generate codes**, getting to simplify and focus on specific characteristics of the data, capturing the qualitative richness of the phenomenon studied (Boyatziz 1998). To do so, based on the official overview outlining the contribution of sport to the SDGs from the UN Office on SDP, a **deductive code** was developed, allowing to narrow the breadth of analysis from the total of 17 SDGs to 7 as

being the “SDGs where greater evidence and practice with regard to the contributions of sport were identified” (Sport and the Sustainable Development Goals 2015, 2).

A second cycle of coding consisted in **inductive coding**, resulting in the addition of more insights to the already synthesized ones: to the 7 SDGs, 2 were added by the author as a consequence of an iterative process, in which literature was compared with reality, that is, the actual initiatives being developed by Federations. As such, SDG 10 (Reduced Inequalities) and SDG 13 (Climate Action) were added to the code, getting a final list of 9 SDGs in which sport-based approaches could have efficient and impactful contributions (Commonwealth, 2015), as seen below.

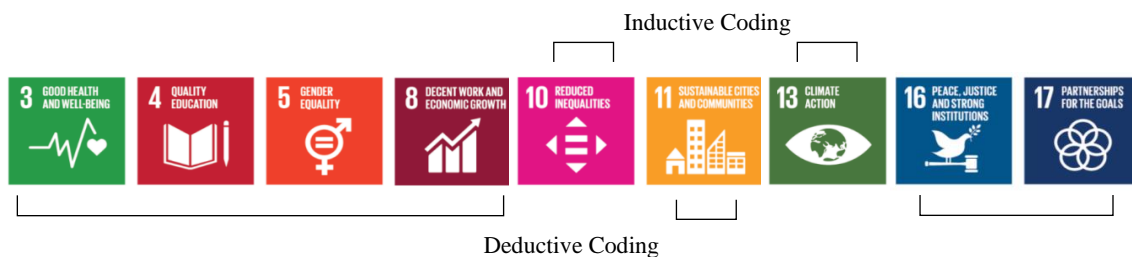


Figure 1: SDGs with greater impact in the sports industry

The document from the UN Office on SDP also prioritized Targets and Indicators according to their relevance and adaptability to sports. Just as done with the Goals, some Targets were added following the inductive coding method, as highlighted Appendix 3.

Later, there was a process of **theme building and refining**. Reality was compared with theory, causing adjustments when justifiable. To assist in the examining the information and collecting relevant data for further analysis, the following queries (Figure 2) about each of the 50 UEFA MAs were answered: (1) Is there any *Sustainability content* available? (2) Are there *initiatives* that contribute for the development of the football ecosystem and to society in general? (3) Do these initiatives mention SDGs, either *explicitly* or *implicitly*? – If explicitly, which? If implicitly, the code was used to pinpoint which Goals, Targets and Indicators were referenced. (4) Is there any *measurement of*

progress for the projects undertaken? And lastly, (5) What is the *involvement on the process*, is it directly managed by the Federations or done through partnerships?

<i>Sustainability Content</i>	<i>Initiatives that contribute for society</i>	<i>Mention of SDG's</i>	<i>Mention of Goals</i>	<i>Mention of Targets</i>	<i>Mention of Indicators</i>	<i>Own measurement of progress</i>	<i>Involvement on the Process</i>
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Figure 2: Parameters studied in the screening of Federations' contribution to society

A summary of this benchmark, which allows to have a broad and complete overview of the 50 UEFA MAs was combined in a final table (Appendix 4), representing the report of this thematic analysis.

4. Presentation of Findings

The assessment of the 50 MAs assisted in identifying several patterns, which would then allow to create clusters. It was observed that with growing complexity of reporting and inclusion of SDGs, fewer MAs were featured, resulting in a screening that has the bigger percentage of MAs in the first Clusters and counting with just 3 on the last one, which accounts for the best practices around mention of SDGs and reporting.

The first point that was screened was the existence of **Sustainability Content**. It could fit 4 values: “None”, “Disperse Content”, “Official Tab”, “Official Tab and Report”. It was concluded that 17 Federations (34%) are not committed to sustainable development, at least publicity wise, forming Cluster 1: No public sustainability Content. If sustainability information is dispersed in websites it forms Cluster 2, with 11 MAs (22%). In case content is organized in an official tab dedicated to sustainable development, MAs were organized in Cluster 4, counting with 8 (16%). Finally, if containing an official tab and report, MAs were merged into Cluster 6, having 5 MAs, 10% of the sample.

As for initiatives, 183 Initiatives undertaken by European Federations that are **contributing to society** were scanned. Aiming to comprehend this alignment with the SDGs, it was skimmed if these initiatives were **Explicitly** or instead **Implicitly** mentioning the 9 defined Goals resulting from the coding.

Adding the parameter of mention of SDGs to the sustainability content allowed to further distinguish clusters. As such, from Cluster 2, Cluster 3 emerges – disperse content and explicitly mention the SDGs (2 MA, 4%). With Cluster 4 and explicit mention of SDGs, comes Cluster 5, with 4 Federations (8%). Lastly, to Cluster 6, it was added if Initiatives were explicitly match the SDGs, getting Cluster 7 and reaching the end of the tunnel in terms of complexity, 3 Federations are featured (6%) in Cluster 7: Belgium, Germany, and Italy.

Clusters	Size: Absolute, Relative	Contribution to society	Measurement of progress	Mention of SDGs
1 No public sustainability content	17 MA, 34%	Low	Low	None
2 Displays disperse content	11MA, 22%	Some	Low	Implicitly
3 Displays disperse content initiatives that explicitly match the SDGs	2MA, 4%	Considerable	Low	Explicitly
4 Displays an official Tab	8 MA, 16%	Some	Some	Implicitly
5 Displays an official Tab and initiatives that explicitly match the SDGs	4 MA, 8%	Considerable	Some	Explicitly
6 Displays both Official Tab and Report	5 MA, 10%	Some	Considerable	Implicitly
7 Displays an Official Tab, Report and initiatives that explicitly match the SDGs	3 MA, 6%	Strong	Strong	Explicitly

Table 2: Description of Clusters

One may observe that only 8 out of the 50 MAs (16%) offer a report, indicating it is more probably Federations will present initiatives and have official tabs than produce reports. A possible reason behind this fact might be supported by Manoli (2015) who states that providing CSR information in annual reports is seen as having little success for communication with the general public due to the limited group of recipients of these publications and the difficulty of interpreting and the data they contain. As per initiatives, it was observed that only 17 initiatives were explicitly citing the SDGs, having some Federations more weight on such number, counting with more mentions per project. From the whole sample, only 11 Federations have, at least, one initiative that quotes SDGs, which is, in fact, considerably low, in a universe of 50 Federations (22%).

Further look into the Targets revealed that none of the initiatives are mentioning Targets at a latter point. Which leads to the same results for Indicators. Thus, one first conclusion might be drawn: there is scarce work done up until now to align initiatives with the Goals and apparently no intention of exploring Targets and Indicators, opening space for action to further implement the SDG framework within the European Football Federations context, specifically in what measuring impact is concerned.

According to Babatomiwa Adesida, one of the authors of “The Contribution of Sports to the Achievement of the SDGs”, the reason is simple: people know what to do, but that’s different from being willing to do so due to the costs and implications. Babatomiwa adds the major challenge is still to insist on mindset reorientation to guarantee alignment between principles and values of different organizations, achieving progress as a whole.

Matching Initiatives with SDG’s. The summary of the pillars and areas of action undertaken by the 50 studied UEFA MAs that match the Sustainable Development Goals with higher capacity of impacting the sports industry is summarized in the Figure below.



Figure 3: Synthesis of activities and SDG alignment

Unarguably, “Gender Equality” (SDG 5) is the area of action the most addressed. The disparities found might be justified by FIFA’s recent commitments to promote gender equality. The disclosed Women’s Development Strategy in 2018 caused Member Associations to intensify obligations towards this same goal, since “as representatives of

FIFA in their countries, they have obligations to respect the statutes, aims and ideals of football's governing body and promote and manage our sport accordingly.” (FIFA 2021).

For a more comprehensive summary, a breakdown was made in terms of intensity in which this aspect was being followed. 3 levels of Women’s Football Development were set, depending on the extent to which each Federation was working on this ambit and the results achieved up until today. The differentiation was granted by assigning more Targets and Indicators according to the involvedness of each project (Appendix 7). Through such skimming, one can realize that only Women’s Football Development Strategy implicitly addresses the Indicator 5.5.2 “Proportion of women in managerial positions”.

However, although SDG5 takes the lead in number of activities, some fields are yet little touched, for instance, when it comes to Gender Pay Gap, only one Federation is explicitly reporting such numbers.

Following, “Reduced Inequalities” – SDG10 - one of the Goals that was a consequence of Inductive Coding is the second pillar most tackled. It focuses on the social side of Football, on fighting discrimination, by developing an integration plan serving gender, age, origin, sexual identity and disability (German FA 2021) and striving for Human Rights, for instance, relatively to the World Cup in Qatar for which one can read from the Danish FA “Qatar does not live up to a number of fundamental labor and human rights”. As such, the Danish FA intends to maintain pressure to the authorities and companies in Qatar through critical dialogue so that conditions improve (Danish FA 2021).

Closing the top 3 SDGs mentioned, comes “Good Health and Well Being”. It is about projects focused on Grassroots and mental health, by using the influence and popularity of football to encourage more people to feel comfortable talking about, and take action to improve, their mental health (The British FA 2021).

Striving for a more peaceful world, several projects on the range of Goal 16 “Peace, Justice and Strong Institutions” are being established. Focusing on child protection and fostering safe football environments is the most endorsed. Not only, the Norway FA puts efforts on “Fair Play as the collective term for what happens on and off the field, developing a Hotline to report adverse events”.

When it comes to SDG4 “Quality Education” efforts are being done to go beyond football as supported by Moldova’s Volunteer School - PRO Football project or going even a step further by making the bridge with the job market “developing a method model where educational efforts together with football's experiences of leadership and association life lead to increased employment in society.” (Swedish FA 2021).

The less mentioned SDGs are SDG8, “Decent Work and Economic Growth”, which related activities aim to enhance the dynamics of the job market and influence equality towards, for instance, the conception Governance and Diversity Codes as followed by The British FA. Afterwards, SDG11 “Sustainable Cities and communities” counts with a series of initiatives to stimulate community engagement and the development of unprivileged areas, having as a best practice the Belgian Red Courts (RBFA 2021).

Lastly, consequence of inductive coding, “Climate Action” - SDG 13 – is featured in the pilot projects of the SDG Striker, by Portugal, Norway and Scotland and also by The British FA “adhering to all applicable requirements of the ISO 20121 standard.”

The cross cutting SDG17 “Partnerships for the Goals” was considered by addressing the **involvement on the process**. Every time that a project was completed through a partnership, it was signed as a fit for SDG17. There are 86 Initiatives being developed with varied organizations, from national sports/health associations, to International Peace and Non-Governmental Organizations, counting as well with community involvement.

2030 Agenda alignment. At this point, it is possible to have a perspective about the ways European MAs are expressing their contribution to society through the SDGs - by their own means, that is, explicitly aligning initiatives and developing strategies positioned alongside with the SDGs, does not seem to be just yet a key priority for the organizations in the sample, as only 17 initiatives (9%) are directly matching the SDGs (Appendix 8).

There are 3 underlining explanations for these explicit mentions of SDGs. Firstly, if activities are done together with Governmental bodies, such as Ministry of Sports or Foreign Affairs, a stronger communication and alignment with the 2030 Agenda is required. Following, for initiatives that have a funding behind, a more robust reporting and usage of the SDG Framework will enhance the programs' visibility. Lastly, when Sustainability Reports are disclosed it means that there exists a strong commitment to Social Responsibility and its frameworks, as the 2030 Agenda, culminating in the adoption of the SDG framework.

A key differentiator between adopting or not the 2030 Agenda relies on stakeholder involvement. Indeed, the more engaged stakeholders are in these fields, the more each Federation will produce in line with trends and the biggest governing bodies recommendations. The fact that the 3 Federations from Cluster 7 - involve both board members, sponsors and Ministries in their strategies highly supports this vision. On the other side, each countries' culture defines the willingness to follow such strategies, the advance and perception of social problematics will lead to different measures of action from Federations, showcasing that tackling the 2030 Agenda goes beyond football, being influenced by each country characteristics and demographics.

Measuring impact of Initiatives. The second topic of analysis is focused on how to measure this impact and progress of the projects developed. For this purpose, due to the different recognition towards Women’s Development, reports on this area are not part of the scope of this analysis. With focus given to all other actions, there are in total 12 initiatives which nature allows for measurement of progress. These initiatives belong to Federations from Cluster 5, 6 and 7, which showcase different levels of reporting.

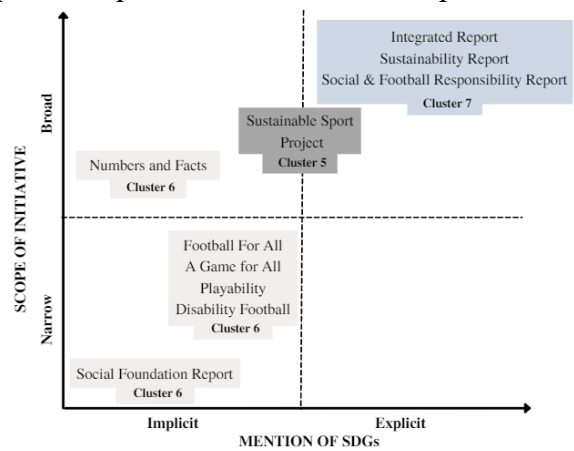


Figure 4: Position of Initiatives relative to their scope and mention of SDGs

The Austrian FA (Cluster 5) together with the Ministry of Sports, developed the Sustainable Sport project, whereby sustainability indicators were settled, giving the opportunity for Sports clubs to evaluate themselves how future-oriented and sustainable they are (Austrian FA 2021). Without explicitly mentioning SDGs, “Figures and Facts” by the Danish FA (Cluster 6), aims at gathering knowledge in the fields of health, school, social responsibility, and integration. Both initiatives allow a comprehensive view of essential sustainability-related activities, their strengths and weaknesses, enabling improvement and better decision making.

Following, the Foundation Social Impact Report (Irish FA, Cluster 6), shares a compact quantitative information of the impact of the initiatives undertaken with no emphasis on further actions in mind, neither mention of SDGs. Purely numeric and not strategic.

Belonging to the same Cluster 6, four similar strategies that only focus on Diversity and Inclusion - Disability Football, Playability, Football for All, and A Game for All – are divided into pillars to which commitments and goals are assigned, aiming to track growth over time. As such, indicators to measure progress are developed, for instance, “Achieve female representation of at least 40% across The FA workforce, with 42% in leadership

positions, by 2024” (The British FA 2021). As a matter of fact, The British FA goes further, by creating sub reports, as the Asian Inclusion and Gender and Ethnicity Pay Gap which convey best practices contributing to a quantitative measurement of the goals established in the Game for All Strategy.

With a much stronger focus on reporting, and mentioning the SDGs, the 3 MAs of Cluster 7 – Italian (FIGC), Belgian (RBFA) and German (DFB) FAs present complex and cohesive reports on their sustainability strategies. Findings are summarized below in Table 3 synthesizing the main points of the 3 reports under analysis.

Report	Type of data prioritized	External Assistance	Best Practices
Football and Social Responsibility Report (RBFA 2020)	Qualitative	Route 2030	Materiality matrix (adoption of SDGs) Breakdown goals into 4 pillars and 3 levels Time Framed goals
Sustainability Report (DFB, 2019)	Both	Deloitte GmbH	Longitudinal analysis: identifies issues, focus on future Sustainable Euro 2024 (adoption of SDGs) Definition of at least 3 goals for area of action
Integrated Report (FIGC, 2020)	Quantitative	PwC	Adoption of SDGs Disclosing several initiatives and plans of action with its impact and numbers

Table 3: Summary of Reports analyzed

FIGC has evolved from a Sustainability Report to an Integrated Report in 2018, moving from “Communicating Football Social Responsibility Strategies to identifying capitals affected and reporting value created through capitals” (FIGC Integrated Report 2020, 3). It aims to continue the journey of sustainability disclosure and offering greater transparency to stakeholders, mentioning the projects implemented and results achieved. This approach towards sustainability is seen as “an added value” instead of a “monetary cost”, as UEFA suggests in the FSR Roadmap. Not only, SDGs are perceived as a mandatory framework to implement, resulting in the alignment between initiatives and the prioritized SDGs.

The Royal Belgium FA, through its Football and Social Responsibility Strategy commits to “use the power of football to have a positive and sustainable impact on society” (RFBA

2021), demonstrating how do they plan to reach the goals. Furthermore, in line with the abovementioned relevance of measuring impact, one can read “Ambitions without goals and actions are not going to create impact.” Therefore, general and operational goals, actions, and indicators were formulated and included in the report. The first step of this report consists of a Materiality Analysis of the SDGs, which results in a ranking of the topics, reflecting the importance of the stakeholders and which strategic direction to take, culminating in a list of SDGs prioritized from both an insider and external perspective. Such definition of priorities alongside with active stakeholder engagement is translated in high levels of accountability of the output produced (Torelli et al. 2020).

Following, the German FA wishes to provide information on how it fulfilled its social responsibility between 2016 and 2019 (DFB 2019) while drawing attention to a future looking approach. The fact that “no systematic surveys on the social responsibility of organized football were undertaken” is recognized as an existing issue, reinforcing the generalized need of such figures for a complete reporting and impact measurement.

Since out of the 183 initiatives and 50 Federations under analysis, there are only 12 projects that can be measured (with Federations from Clusters 5, 6 and 7), having only 3 Federations with Sustainability reports which present a systematic and consistent output, a straightforward deduction on the lack of reporting of progress by European Football Federations can be made.

5. Discussion

The analysis explored in what ways are European FAs contributing to society, through the 2030 Agenda alignment and the measurement of impact. The abovementioned results allow to conclude that there is scarce work done up until now in terms of alignment with SDGs and that measuring impact is still far from its full potential.

After careful analysis of the major issues that are stopping European FAs from embracing the SDGs and reporting their sustainable development progress, reaching Cluster 7, one might summarize as follows: (1) lack of prioritization and accountability due to low levels of stakeholder involvement, since these problematic is far from being the core business; (2) difficulty in getting valid metrics applied to the world of football and the fact that for many Indicators data is available, but major data gaps remain (SDG Tracker 2018). Such findings are supported by literature as “the lack of strategy thinking along with weak performance measurement application is seen to hamper progress in sports management” (Breitbarth et al. 2011, 12).

Since the 2030 Agenda achievement is a global imperative, Tsalis et al. (2020) state that firms must direct their corporate sustainability management system towards the requirements of this global action plan for sustainability. Hand in hand, building up a holistic picture of the organization, through a Sustainability Report involving several stakeholders will ensure high levels of accountability (Beske et al. 2020), as Charles Handy states “Counting makes it visible, and counting makes it count” (Breitbarth et al. 2011). As such, the present work project aims to tackle current flaws, by suggesting an Impact Measurement Framework applied to Football Federations.

SDGs Impact Measurement Framework. By linking existing best practices approaches and suggesting new steps, based on the findings from research, the framework developed aims to enhance the co-creative collaboration of UEFA MAs, in line with UEFA’s FSR Roadmap, while serving as a toolkit to claim ladders between Federations from Cluster 1 until Cluster 7. It is aligned with the SDG Compass (Appendix 9), counting with 4 steps: (1) *Materiality Analysis and Ponderation Definition*: Within sustainability and integrated reporting, materiality analysis is the process by which a company determines and prioritizes its relevant aspects (Bellantuono et al. 2016). Hereby, the scope of this analysis

would be to produce a materiality matrix, indicating which of the SDGs should be primary tackled according to each Federations own capabilities and environment – as observed in the results, the culture context influences the adoption of the 2030 Agenda. To do so, bearing in mind this is a voluntary process, genuine stakeholder engagement and involvement is decisive. By following the multi stakeholder approach, when involving external partners, results yielded would be even more relevant. Having defined the main areas (SDGs) of action, a weighting would be attributed to each SDG, translating the commitment towards each SDG.

(2) *Integrate Football Indicators:* Based on a pre-established list of football specific indicators, this stage involves adopting necessary measures to reach them, by incorporating processes and developing initiatives accordingly, promoting a *win-win-win* paradigm with benefits for federations (see Appendix 10), business and the public sector (Breitbarth et al. 2011).

(3) *Calculating Overall Impact:* Starting by assessing the completeness of each indicator, an evaluation of the work developed for each SDG (within the organization and externally wise) would be made. By merging the weighting with the completeness of each SDG, one could understand the impact for each SDG individually. Its sum would quantify the overall impact of Federations on society through the SDGs.

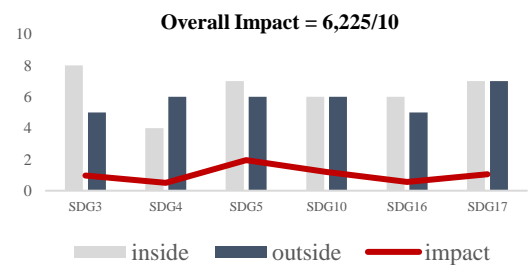


Figure 5: Exemplified Impact Measurement Graphic for prioritized SDGs

(4) *Reporting and sharing learnings:* The overall impact could be used as a comparison metric across MAs that would take on this framework. By analyzing each MAs Overall Impact graphic, best practices could be shared to stimulate constant growth and cooperation between MAs, as aimed by UEFA, and aligned with the 2030 Agenda, ensuring progress as whole to achieve the Goals.

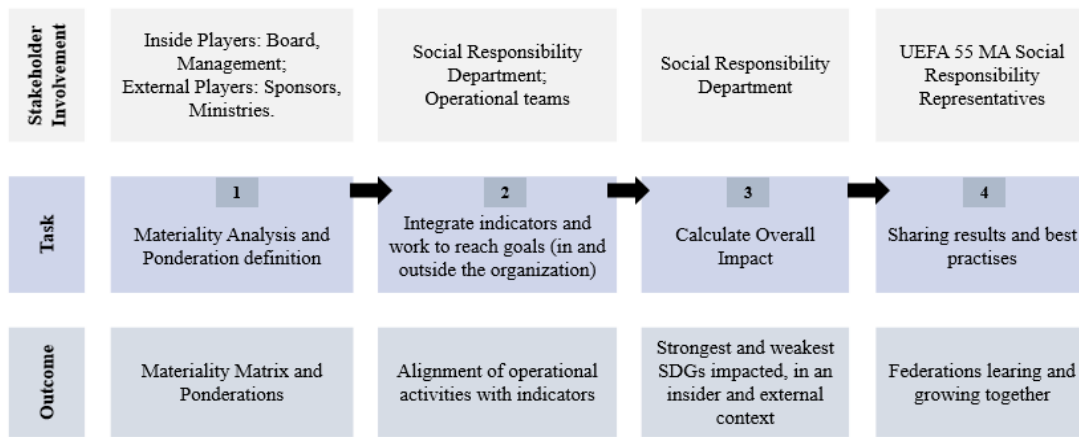


Figure 6: Impact Measurement Framework

6. Conclusion

By exploring the main research question formulated, this work project concludes that European Football Federations are taking actions and developing projects that positively impact society. Nonetheless, such contribution is not directly aligned with the 2030 Agenda, as few initiatives explicitly mention SDGs. Moreover, measures to monitor impact are rarely put in practice, as there is a generalized difficulty in finding valid indicators.

Having identified Clusters in respect to the public position towards sustainability within the 50 UEFA MAs and further digging into the 3 Federations which have more impact both on SDGs and reporting, it is possible to conclude that there is an association about adopting the SDGs framework and disclosing information and reporting. Based on such best practices and further research, an Impact Measurement Framework was suggested, requiring intellectual engagement on the level of visions and strategy and organizational motivations (Breitbarth et al. 2011) aiming to tackle the challenges organizations face: stakeholders' engagement and valid metrics to measure progress. Such framework was built in line with the SDG Compass and with UEFA's vision of promoting cooperation and collective growth of its MAs.

7. Limitations and Directions for Future Research

Malterud (2001) described qualitative research methods as involving systematic collection, organization, and interpretation of textual material derived from talk or observation. The sample in which the study is focused consists of 50 Federations, thus it was expected a difficulty in aggregating all the information in a cohesive manner. The option followed to select initiatives was to incorporate the ones which were more relevant and impactful, that is, the ones which had more intensity when making a match with the coding previously built – the ones with the closest intersection between theory and reality were sought after. The author hereby acknowledges possible biases and subjectivity when interpreting the data at this point.

One other challenge had to do with the way Federations categorize their projects, departments and strategies. As there is no common language in practice nor organizational procedures on the official webpages (as it happens with Grassroots in Football, for which almost all Federations have a space in their website), one could read multiple designations that would fit the topic in separate and scattered parts of the website, translating in a difficulty of gathering all the pertinent insights, which might have led to deviations in the data. Lastly, there was cases in which not the whole website was translated to English, making certain parts unavailable for study due to language barriers.

Further investigation is needed to complement the suggested framework, specifically in what indicators is concerned (*step 2*). As observed, there is a need to develop football indicators which can be easily tackled by all Federations. For that, understanding each Federation position towards such commitments and assess availability of data in order to develop both quantitative and qualitative indicators which are guaranteed to have existing data to assess completeness would become a very first step. Such development would allow the creation of a measurement system, enabling to adapt standard measures, aiming to favor comparability and reporting (Fernández-Villarino 2021).

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8.2. Analyzed Sample Webpages – 50 UEFA Member Associations

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9. Appendix

Appendix 1 – Interview Guidelines

Appendix 2 – Final Sample

Appendix 3 – Goals, Targets and Indicators with most impact in the sports industry
(An overview outlining the contribution of sport to the SDGs, United Nations Office
On Sport For Development And Peace (2015)

Appendix 4 – Synthetized Table summarizing Thematic Analysis

Appendix 5 – Division of Cluster by Member Associations Representativeness

Appendix 6 – Summary of the main Areas of Action for each SDG

Appendix 7 – Intensity Levels of Women’s Football Development

Appendix 8 – Activities directly matching the SDGs.

Appendix 9 – Impact Measurement Framework Aligned with SDG Compass

Appendix 10 – Benefits for Federations in integrating indicators and measures to reach goals.

Appendix 1: Interview Guidelines

1 – Besides the actions showcased in (insert Federation’s Name) official website, **are there any other projects in place that might contribute for the development of the football ecosystem?**

1.1 - If yes, **which ones.**

1.2 - If yes, are projects being **directly managed by** (insert Federation’s Name) or done through **partnerships.**

1.3 - If yes, are projects contributing **implicitly or explicitly** to the **achievement of the SDG’s.**

1.3.1 – In case they are contributing to the achievement of the SDG’s, which **Goals/Targets/Indicators are mentioned** in those projects.

2 - How do you **measure your impact** in all your initiatives? Whether they implicitly or explicitly contribute to the achievement of the SDG’s.

3- What do you feel to be the **main challenges stopping you from incorporating SDGs in all your projects?**

5 – Besides the **Sustainability Report, is there further data related with the abovementioned projects** you could kindly share, in order to contribute for a more robust analysis. (only asked if applicable)

Appendix 2: Final Sample

50 UEFA Member Associations

1. Albanian FA (FSHF)	18. German FA (DFB)	35. North Macedonia FA (FFM)
2. Andorran FA (FAF)	19. Gibraltar FA (GFA)	36. Irish FA (IFA)
3. Armenian FA (FFA)	20. Greek FA (HFF)	37. Norwegian FA (NFF)
4. Austrian FA (OFB)	21. Hungarian FA (MLSZ)	38. Polish FA (PZPN)
5. Azerbaijan FA (AFFA)	22. Iceland FA (KSI)	39. Portuguese FA (FPF)
6. Royal Belgium FA (RBFA)	23. Israel FA (IFA)	40. Republic of Ireland FA (FAI)
7. Bosnian and Herzegovinian FA (NFSBIIH)	24. Italian FA (FIGC)	41. Romanian FA (FRF)
8. Bulgaria FU (BFU)	25. Kazakhstan FA (KFF)	42. San Marino FA (FSGC)
9. Croatian FA (HNS)	26. Kosovo FA (FFK)	43. Serbian FA (FSS)
10. Cyprus FA (CFA)	27. Latvia FA (LFF)	44. Scottish FA (SFA)
11. Czech FA (CFA)	28. Liechtenstein FA (LFV)	45. Royal Spanish FA (RFEF)
12. Danish FA (DBU)	29. Lithuanian FA (LFF)	46. Swedish FA (SFA)
13. British FA (FA)	30. Luxembourg FA (FLF)	47. Swiss FA (SFV)
14. Estonian FA (EFA)	31. Malta FA (MFA)	48. Turkish FA (TFF)
15. Finish FA (SPL)	32. Moldovan FA (FMF)	49. Ukrainian FA (UAF)
16. French FA (FFF)	33. Montenegro FA (FSCG)	50. Wales FA (FAW)
17. Georgian FA (GFF)	34. Royal Dutch FA (KNVB)	

Appendix 3 – Goals, Targets and Indicators with most impact in the sports industry
Adapted from: An overview outlining the contribution of sport to the SDGs, United Nations Office On Sport For Development And Peace (2015)

As explained in the report, to the original list, there were some additions made by the author, which are highlighted in grey.

3. Ensure healthy lives and promote well-being for all at all ages	
3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	3.1.1 Maternal mortality ratio 3.1.2 Proportion of births attended by skilled health
3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease 3.4.2 Suicide mortality rate
3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	3.5.1 Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders 3.5.2 Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol
3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes	3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods 3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	3.9.1 Mortality rate attributed to household and ambient air pollution 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All (WASH) services) 3.9.3 Mortality rate attributed to unintentional poisoning
3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate	3.a.1 Age-standardized prevalence of current tobacco use among persons aged 15 years and older
3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States	3.c.1 Health worker density and distribution
3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks	3.d.1 International Health Regulations (IHR) capacity and health emergency preparedness
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities	

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	4.1.1 Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex
4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex
4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill
4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	4.5.1 Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated
4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	4.7.1 Extent to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in: (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment
4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	4.a.1 Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions)
4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States	4.c.1 Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country
5. Achieve gender equality and empower all women and girls	
5.1 End all forms of discrimination against all women and girls everywhere	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age

	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence
5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	5.5.1 Proportion of seats held by women in national parliaments and local governments 5.5.2 Proportion of women in managerial positions
5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	8.1.1 Annual growth rate of real GDP per capita
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors	8.2.1 Annual growth rate of real GDP per employed person
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1 Proportion of informal employment in non-agriculture employment, by sex
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	8.5.1 Average hourly earnings of female and male employees, by occupation, age and persons with disabilities 8.5.2 Unemployment rate, by sex, age and persons with disabilities
8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	8.7.1 Proportion and number of children aged 5-17 years engaged in child labour, by sex and age
8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate 8.9.2 Number of jobs in tourism industries as a proportion of total jobs and growth rate of jobs, by sex
10. Reduce inequality within and among countries	

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	10.2.1 Proportion of people living below 50 per cent of median income, by age, sex and persons with disabilities
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	10.3.1 Proportion of the population reporting having personally felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
11. Make cities and human settlements inclusive, safe, resilient and sustainable	
11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	11.3.1 Ratio of land consumption rate to population growth rate 11.3.2 Proportion of cities with a direct participation
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities 11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	11.c.1 Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials
13. Take urgent action to combat climate change and its impacts* * Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.	
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1.1 Number of countries with national and local disaster risk reduction strategies 13.1.2 Number of deaths, missing persons and persons affected by disaster per 100,000 people
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula 13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
16.1 Significantly reduce all forms of violence and related death rates everywhere	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age 16.1.2 Conflict-related deaths per 100,000 population, by sex, age and cause 16.1.3 Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months 16.1.4 Proportion of population that feel safe walking alone around the area they live

<p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</p>	<p>16.2.1 Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month</p> <p>16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age and form of exploitation</p> <p>16.2.3 Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18</p>
<p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>	<p>16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms</p> <p>16.3.2 Unsented detainees as a proportion of overall prison population</p>
<p>16.5 Substantially reduce corruption and bribery in all their forms</p>	<p>16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months</p> <p>16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months</p>
<p>16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>	<p>16.10.1 Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months</p> <p>16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information</p>
<p>17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>	
<p>Capacity-Building</p> <p>17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation</p>	<p>17.9.1 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries</p>
<p>Systemic Issues</p> <p><i>Policy and Institutional coherence</i></p> <p>17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence</p>	<p>17.13.1 Macroeconomic Dashboard</p>
<p><i>Multi-stakeholder partnerships</i></p> <p>17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>	<p>17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals</p>

<p>17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries</p>	<p>7.19.1 Dollar value of all resources made available to strengthen statistical capacity in developing countries</p> <p>17.19.2 Proportion of countries that (a) have conducted at least one population and housing census in the last 10 years; and (b) have achieved 100 per cent birth registration and 80 per cent death registration</p>

Appendix 4 – Synthetized Table summarizing Thematic Analysis

<i>Member Association</i>	<i>Sustainability Content</i>	<i>Initiatives that contribute for society</i>	<i>Mention of SDG's</i>	<i>Mention of Goals</i>	<i>Mention of Targets</i>	<i>Mention of Indicators</i>	<i>Own measurement of progress</i>	<i>Involvement on the Process</i>	<i>Description</i>
Albanian FA	None	Women's Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
Andorran FA	Disperse Content	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
		Football Study	Implicit	SDG4	4.1 4.4	-	No	Direct	Youth having football trainings in the morning, followed by classes.
		Zero Tolerance to Insults	Implicit	SDG16	16.1	-	No	Direct	Aiming to stop unpolite fan's behavior in stadiums.
Armenian FA	Disperse Content	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
		FIFA Foundation Campus	Explicit	SDG10	NA	NA	No	UN Armenia, FIFA Foundation, UNRCO, UNFPA, UNICEF, UNHCR	A five-day Campus for 100 children from under-privileged backgrounds from Armenia and Nagorno-Karabagh. Children improved football, communication skills and learned about the SDGs.
Austrian FA	Official Tab	Women's Football Development Strategy	Implicit	SDG4 SDG5 SDG8 SDG17	4.3 4.4 4.5 4.7 4.c 5.1 5.5 5.c 8.3 8.5 17.16	5.1.1 5.5.2	Yes	BORGL school Sport.Centrum Lower Austria	The ÖFB Women's Academy - Dual training system: school and competitive sports
		Talent Promotion (The Austrian Way LAZ PROJKET 12)	Implicit	SDG3 SDG4 SDG5	3.1 3.4 4.3 4.4 4.5 4.7 4.c 5.5 5.c	4.7.1 5.5.2	-	Direct	Promotion of individuality and personal responsibility Comprehensive personality training of children and young adults as the top priority.

	Sustainable Sport Project	Explicit	All	NA	NA	Yes	Ministry of Sports	An initiative of the Ministry of Sports allows self-assessment of the sustainability performance
	UEFA Playmakers	Implicit	SDG5	5.1, 5.c	5.1.1	No	UEFA	Grassroots project for girls in cooperation with Disney.
	Ostar-Richi Festival	Implicit	SDG5	5.1, 5.c	5.1.1	No	Associations & Clubs	First contact with football for girls
	Check the Sack	Implicit	SDG3	3.4 3.7 3.d	-	No	Direct	Initiative for testicular cancer early detection
	Football for Everyone	Implicit	SDG16	16.1 16.3 16.10	-	No	Direct	Hotline for people who have experienced sexual discrimination
	Social Football Award	Implicit	SDG10 SDG16	10.1	-	No	Direct	Make a special, social contribution to football
Azerbaijan FA	Disperse Content	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
	Women's Football Development I	Implicit	SDG3 SDG4	3.4 4.4	-	No	Direct	Promoting healthy lifestyle among high school students
	Football lessons at schools	Implicit	SDG3 SDG4	3.4 4.4	-	No	Direct	Promoting healthy lifestyle among high school students
	UEFA Foundation for Children in Azerbaijan	Implicit	SDG3 SDG10 SDG11 SDG17	3.7 3.a 10.1 11.7 17.13 17.16	-	No	UEFA foundation, Azerbaijan Autism Association, CARE	Support to families with autistic children; humanitarian assistance for internally displaced people
Royal Belgium FA	Official Tab Report	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Raising interest of women, increasing the level, enhancing commercial opportunities.

Development Strategy								
UEFA Playmakers	Implicit	SDG5	5.1, 5.c	5.1.1	No	UEFA	Grassroots project for girls in cooperation with Disney.	
Football and Social Responsibility Strategy	Explicit	SDG1 SDG3 SDG4 SDG5 SDG7 SDG8 SDG9 SDG13 SDG14 SDG16 SDG17	NA	NA	Yes	Direct	4 years plan, defining priorities through the language of SDGs, setting goals and indicators	
SDG Voices of 2020	Explicit	SDG3 SDG13	NA	NA	No	Federal Institute for Sustainable Development	Concrete actions to motivate supporters, members and other sports organizations to create a stable and better future on our planet together.	
Belgian Red Courts	Implicit	SDG3 SDG10 SDG11	3.4 10.1 11.7	-	No	Direct	Renovation of 40 football courts, linked to a (former) Belgian Red Devil	
Come Together	Bring everyone together on the football field to further eradicate discrimination, racism, homophobia, and other forms of inequality.							
16 'Come Together'-badges	Implicit	SDG10 SDG16 SDG17	10.2 10.3 16.1 16.3 16.10 17.13	-	No	Voetbal Vlaanderen, ACFE	Banish all forms of discrimination and racism implement actions within the club	
Football for all	Explicit	SDG10 SDG16	NA	NA	No	Voetbal Vlaanderen, ACFE	Diversity in March & Hotline to report any discrimination.	

**Bosnia and
Herzegovina
FA**

	LGBTQ+ & OUT	Explicit	SDG5 SDG10	NA	NA	No	Football Supporters Europe, Pride in Football	Bring together supporters and key players to fight homophobia and strengthen the LGBTQ+ community
	Everyone on the pitch	Explicit	SDG4 SDG5 SDG10	NA	NA	No	Voetbal Vlaanderen, ACFF	Promote the inclusion of refugees and asylum seekers through football
	Nobody Offside	Explicit	SDG10	NA	NA	No	Voetbal Vlaanderen, ACFF	Accessible for everyone, both for people with and without a physical and/or mental disability. Development of G-Football.
	Younited Belgium	Explicit	SDG3 SDG4 SDG5 SDG10	NA	NA	No	Younited Belgium	Fight against vulnerability in housing, mental health, well-being, finances, and addiction.
	Child Safeguarding	Implicit	SDG4 SDG16	4.7 16.2 16.3	4.7.1	No	Voetbal Vlaanderen, ACFF and Pro League	Ensure that every child can enjoy playing football in a safe environment
	Youth Council	Implicit	SDG17	17.3 17.16		No	Direct	A group of nine enthusiasts under 26 years of age who will help shape the policy against discrimination on and off the Belgian pitches.
	Smoke-Free Football	Implicit	SDG3 SDG17	3.4 3.a 17.16		No	The Foundation against Cancer	Commitment to Smoke-Free Football
	Red Flames & Plan International Belgium	Explicit	SDG4 SDG5	NA	NA	No	Plan International Belgium	Using the power of football to score for girls' rights.
None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.

Bulgarian FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Croatian FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Cyprus FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Czech Republic FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Danish FA	Official Tab Report	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		Part of Something Bigger - social side of football	Implicit	SDG8 SDG10	8.3 8.5 10.2 10.3	-	No No	Associations Applying	Football can and is used for major societal challenges, such as health, integration, social interaction and inclusion. One winner project/year.
		Football for the Heart	Implicit	SDG3	3.4	-	No	Heart Association, the University of Southern Denmark	Danes with heart disease can play exercise football in clubs all over the country
		FC Prostata	Implicit	SDG3	3.4	-	No	Football Clubs, Committee for Health Information, University of Southern Denmark	Exercise football for men with prostate cancer. The concept is offered in clubs across the country.
		11 for Health	Implicit	SDG3 SDG4	3.4 3.5 3.7 4.1	-	No	University of Southern Denmark,	An 11-week football course for students in grades 4-6. grade. The concept has a documented

							Nordea Foundation	effect on both health and well-being.
Get2 Football School	Implicit	SDG3 SDG8 SDG11	3.4 3.7 8.3 11.2	-	No		DIF get2sport	DBU's popular football schools annually give thousands of children who live in congested areas a great week with football and community.
The Head, The Body, The Club	Implicit	SDG3 SDG4	3.4 3.7 4.4	-	No		Direct	3 subject days, with a focus on health, well-being, movement and association life. Schools can register and event carries a cost for schools.
Ombold	Implicit	SDG4 SDG8 SDG10 SDG11	3.4 8.5 10.2 10.3 11.7	-	No		OMBOLD	Inclusion of vulnerable adults. The motto is: Football, Community, Change,
Football Fitness	Implicit	SDG3	3.4	-	No		DGI Football	It is effective training, 400 Danish clubs have teams for women, men and / or mix teams.
Parasport Denmark	Implicit	SDG10	10.2 10.3	-	No		Parasport	Accept and include players with disabilities, Parasport Denmark's tournament for players with developmental disabilities
Figures and Facts	Implicit	SDG17	17.19	-	Yes		Direct	Gathering knowledge and data in the integration, health, school and social field useful for tracking progress and contribution to SDG's
Strong Position in respect to FIFA WC in Qatar	Implicit	SDG8 SDG10 SDG11 SDG16 SDG17	8.3 8.7 8.9 20.3 11.c 16.3 16.5 16.10 17.9 17.13 17.16	-	No		Nordic federations, Amnesty International	"Qatar does not live up to a number of fundamental labor and human rights" - maintain pressure to the authorities and companies in Qatar through critical dialogue so that conditions improve.

The British FA	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Inspiring Positive Change pledges to create a sustainable future for women's and girls' football in England, outlining 8 transformational objectives.
		A game for all		A Game for All outlines three key strategic commitments – Lead the Change, Be the Change, and Inspire the Change, ensuring the issue of discrimination is tackled:					
		Football Leadership Diversity Code	Implicit	SDG5 SDG8 SDG10 SDG16 SDG17	5.5 5.c 8.3 8.5 10.2 10.3 16.3 17.16 17.19	-	Yes	Direct	Aiming to improve transparency in recruitment, increase ethnic and gender representation, to meet certain targets, defined specifically for the Diversity Code.
		County FA Code of Governance	Implicit	SDG8 SDG10 SDG11 SDG16 SDG17	8.3 10.3 11.3 16.3 16.5 17.16 17.19	-	Yes	Direct	Containing provisions for gender and ethnic diversity and youth representation
		Gender and ethnicity pay report.	Implicit	SDG5 SDG10 SDG17	5.1 5.5 5.c 10.3 17.19	-	Yes	Direct	Increased ethnic and gender diversity amongst FA leadership, while reducing the gender pay gap
		Mental Health	Implicit	SDG3	3.4 3.d		No	Heads Together	Use the influence and popularity of football to encourage more people to feel comfortable talking about, and take action to improve, their mental health.
		Asian Inclusion	Implicit	SDG8 SDG10	8.5 8.7 10.2 10.3	-	Yes	Direct	'Bringing Opportunities to Communities' - Aiming to increase Asian participation in football across the country.
		LGBT Community Engagement	Implicit	SDG10	10.2 10.3	-	No	Stonewall	Commitment to furthering the involvement of LGBTQ+ people in football by working with stakeholders who share our

									values of making Football For ALL
	Online discriminatory abuse	Implicit	SDG16	16.1	-	No	Direct		A set of recommendations to further strengthen the Online Safety Bill and ensure victims of online abuse are adequately protected.
	Football Your Way	Implicit	SDG3 SDG10	3.1 3.4 10.2	-	No	Sport England, Parasport, We Are Undefeatable, Get Yourself Active at Home		Designed to help thousands of disabled players return to training and playing in a fun and safe way. Ensure there are flexible, inclusive and accessible playing opportunities for everyone, whatever their level of ability
	Sustainability Policy	Implicit	SDG13	NA	-	No	Direct		By adhering to all applicable requirements of the ISO 20121 standard and aligning operations with this standard, The FA Events and the Wembley Stadium aim to be pioneers in ecological sustainability.
Estonian FA	Disperse Content	Women's Football Development I	Implicit	SDG5	5.1.1	-	No	Direct	Have a women's team, do not disclose much promotion.
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.
		Play Green	Implicit	SDG13	13.1 13.2	-	Yes	Erasmus +	Making sporting events more sustainable and environmentally friendly by involving volunteers who implement sustainable solutions
Finish FA	Disperse Content	Women's Football Development I	Implicit	SDG5	5.1.1	-	No	Direct	Have a women's team, do not disclose much promotion.

French FA		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Europe-wide grassroots project for girls in cooperation with Disney: 5 to 8 -year-old girls find their way into football through a unique game and training concept based on the stories of well-known Disney films.	
		Play Green	Implicit	SDG13	13.1 13.2	-	Yes	Erasmus +	Making sporting events more sustainable and environmentally friendly by involving volunteers who implement sustainable solutions	
		Encourage Reading and Movement	Implicit	SDG3 SDG4	3.1 3.4 4.1 4.4	-	No	Direct	Read and Move The Owls Take Off campaign supports, encourages and inspires children on two important things, reading and moving.	
	Official Tab	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	The Feminization Plan: in 2012, it aims to promote the place of women in football and to structure women's practice at all levels, across the country: players, educators, referees, leaders, all are concerned.	
		FFF and Fondation du Football	Implicit	SDG8 SDG17	8.3 17.16	-	No	Fondaction du Football	Creates and promotes Social Responsibility actions with other Football Authorities	
		"Mark tomorrow" program		Work still in progress, not disclosed. Conviction that Football is an agent of change by the management of FFF.						
		Pink October	Implicit	SDG3	3.4 3.d	-	No	Ruban Rose	Month of mobilization for the prevention and early detection of breast cancer.	

		Charter of eco-responsible commitments	Implicit	SDG13	13.1 13.2	-	No	Ministry of Sports, WWF	2 charters of the 15 eco-responsible commitments of event organizers - recognized by the UN Climate Secretariat as an effective tool for local climate action.
Georgian FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
German FA	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Women in Football Strategy 2027: attract more active players, coaches and referees, greater visibility and more women in key positions in the full and honorary positions of the DFB and its associations and clubs.
		Sustainability Report	Explicit	SDG3 SDG4 SDG5	NA	NA	Yes	Direct	Cohesive reporting focused on all sections of sustainability, setting goals and with a strong focus on description
		EURO 2024	Explicit	SDG3 SDG4 SDG5 SDG8 SDG10 SDG11 SDG16 SDG17	NA	NA	No	Direct	Development of a sustainable event, explicitly aligning strategy with SDGs
		Human Rights	Implicit	SDG4 SDG8 SDG10 SDG16	4.1 8.5 10.2 10.3 16.1 16.2 16.3	-	No	Direct	Underpin football's human rights responsibility and duty of care through a formal commitment to internationally recognized human rights
		Strong Position in respect to	Implicit	SDG10 SDG8	10.3 8.3 8.7 8.9	-	No	National associations,	“Awarding the FIFA World Cup to Qatar can be seen as

FIFA WC in Qatar			SDG11 SDG16 SDG17	11.c 16.3 16.5 16.10 17.9 17.13 17.16				NGOs (Human Rights Watch, Amnesty International and the Construction and Woodworkers International) and fans organizations	problematic with regard to human rights and sustainability.”
Environment and Climate protection (100th Signatory of Sports for Climate Action)	Explicit		SDG11 SDG12 SDG13	NA	NA	No		UNFCCC	First national football association and the 100th sports organization to join the Sports for Climate Action Framework.
Sustainability Management	Implicit		SDG17	17.13 17.16 17.19	-	No		Regional/State /Sporting/Social associations	The team is composed by DFB Vice President for Social Policy, Social Responsibility Commission (regional and state associations, sporting and social organizations), and the Social Responsibility Department.
DFB Ambassadors	Implicit		SDG10	10.2	-	No		Direct	"By making use of personal experience, they effortlessly establish the important link to people with a similar background."
Fair Play/Violence Prevention	Implicit		SDG16	16.1 16.2 16.3	-	No		Direct	The focus is on the fields of action: Violence prevention,

								Fair play and the protection of children and young people from sexual violence.
Bless You	Implicit	SDG3	3.1 3.4	-	No	Direct		With its nationwide, diverse and inexpensive football offers, the DFB gets millions of people on the move every week - young and old. And thus, makes a positive contribution to health promotion in Germany.
Sports Facilities	Implicit	SDG11 SDG17	11.3 11.7 17.9	-	No	German Olympic Sports Confederation (DOSB)		The DFB and its regional associations work on the political level for future-oriented sport development. A variety of subsidies are available for new buildings and renovations at the state, federal and EU level
Social Commitment	Implicit	SDG8 SDG17	8.3 17.13 17.16	-	No	DFB foundations: Sepp Herberger, Egidius Braun and the cultural foundation		The social commitment takes place nationally and internationally, in our own projects and through the support of the initiatives of others. The variety is great, and yet the projects have one thing in common: football uses its opportunities and stands up for others.
Together against max fixing	Implicit	SDG16	16.3 16.5 16.10	-	No	FIFA, UEFA, DFL		DFB has launched several campaigns in order to avoid manipulation.
Diversity / Anti-Discrimination	Implicit	SDG10 SDG16	10.2 10.3 16.1 16.3 16.10	-	No	Direct		Development of an integration plan serving gender, age, origin, sexual identity and disability

Gibraltar FA	None	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
Greek FA	Disperse Content	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		Hello Football Friend	Implicit	SDG3 SDG4 SDG10	3.1 3.4 3.d 4.1 10.2	-	No	Direct	Hello Football Friend events include soccer tournaments, talks on the social dimension of football and the teaching of the secrets of the sport by experienced federation coaches.
		It's a Woman Game	Implicit	SDG5	5.1 5.5 5.c	-	No	Direct	The program is aimed mainly at the youngest friends of football, so that they can integrate smoothly and in an organized way in the field and receive the appropriate training, when this need arises, to develop their talent.
		Pass to School	Implicit	SDG10	10.2	-	No	Direct	School Programme counting with football personalities' personal advice, issues of nutrition, exercise, psychology, women's football.
		Same Field	Implicit	SDG10 SDG16	10.2 10.3 16.1 16.3 16.10	-	No	Volunteer movements, NGOs, University Institutions and government agencies	It is aimed at refugees, people with disabilities, victims of violence, poverty and abandonment, elderly and those who feel or are socially isolated, in order to gradually achieve their integration into the big football family.
		Football is Medicine	Implicit	SDG3	3.1 3.4 3.d	-	No	University of Thessaly	Football used as a means of improving the health of citizens (men and women) 40-60 years

Hungarian FA	Disperse Content	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	with a high risk of developing non-communicable diseases Started in 2013, “mass” and “promotion” were the first target. The second phase of the development program was aimed at raising the standard of youth training and lastly a focus was given to Grassroots.
		Grassroots Football	Implicit	SDG3 SDG4 SDG10	3.1 4.1 10.2	-	No	Direct	Grassroots is a collective term for various varieties of amateur, or recreational, football, which also includes games for children, adults, veterans, futsal, the disabled, and women.
		Adult Education Institute	Implicit	SDG4	4.1 4.3 4.4 4.c	-	No	Direct	The trainings organized by the Institute of Adult Education are learner-centered and learning-centered, in which the instructor is not the source of knowledge, but the organizer of the process of acquiring knowledge.
Iceland FA	Disperse Content	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		Gender equality policy and plan	Implicit	SDG5 SDG8	5.1 5.2 5.5 5.c 8.5	-	Yes	Direct	Covers various aspects of equality at KSÍ as a workplace: equal pay, vacancies, training, family and work life, prevent gender-based violence and sexual harassment.
		Community projects	Implicit	SDG17	17.13 17.16	-	No	Organizations and parties that engage in collaboration	Be an active participant in community projects that make a real and tangible benefit.

		Asthma and sports	Implicit	SDG3	3.1 3.4	-	No	Asthma and Allergy Society	Educational booklet on asthma and sports to practitioners who may have lung symptoms during exercise.
		Communication consultant	Implicit	SDG16	16.1	-	No	Direct	An independent party who can assist and guide individuals who feel that they have been abused or discriminated against in sports or youth work.
		Trans children and sports	Implicit	SDG10	10.2 10.3	-	No	Svandís Anna Sigurðardóttir	Trans children have emerged in Iceland, KSI wants to ensure that they feel welcome and safe in football.
		Color Blindness in Football	Implicit	SDG10	10.2 10.3	-	No	Direct	To suggest positive interventions to ensure color-blind people can fully participate in and enjoy football
Israeli FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Italian FA	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Increase the number of young, registered female footballers by 50%, achieve international success with the seven National Teams, improve the standard of competitions, grow fanbase, starting from the 2022/2023 sporting season, turn Serie A into a professional league
		Integrated Report	Explicit	SDG3 SDG4 SDG5 SDG8 SDG10 SDG11 SDG16	NA	NA	Yes	Direct	Evolving from communicating sustainability to addressing the value created.

Kazakhstan FA	None	Women's Football Development I	Implicit	SDG17 SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
	Kosovo FA	None	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct
Latvian FA	Disperse Content	Women Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		For whole balls!	Implicit	SDG3	3.4 3.7 3.d	-	No	DHL	Support campaigns for breast and prostate cancer awareness education with the aim of promoting the Latvian society's understanding and level of education about this type of threat to the health of both sexes.
		Royal tears	Implicit	SDG3	3.4	-	No	Direct	The comic is designed as an informative and recommendatory material for parents whose offspring are engaged in sports, aiming is to provide parents with information about the challenges that a young athlete may face in his or her career.
		Girls' football returns to school	Implicit	SDG3 SDG5	3.1 3.4 3.7 3.d 5.1 5.5	-	No	Direct	The aim is to promote a healthy and active lifestyle among schoolgirls by introducing them to football, so that after the first acquaintance they can already turn to football lessons in one of the clubs
	Seni Cup	Implicit	SDG10	10.2 10.3	-	No	TZMO Latvija	Teams from Latvian nursing homes, day centers and	

									associations gather annually in a mini-football tournament for people with special needs
		Special Championship	Implicit	SDG10	10.2 10.3	-	No	Direct	The participants of the special champion are special people with intellectual or mental disabilities, and socially excluded young people who feel excluded and unnecessary
Liechtenstein FA	Disperse Content	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	"Women on the ball 2026" - Improve the perception of women's football, increase the number of participants, develop clubs and focus more on different areas of competitive football.
		Prevention of match fixing in football	Implicit	SDG16	6.3 16.5 16.10	-	No	Swiss FA and the Swiss Football League	Launching the present educational and preventive program to combat match fixing.
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.
		Soccer Camp for girls	Implicit	SDG5 SDG3	5.1 5.c 3.4 3.7 3.d	-	No	Direct	Football camp for girls every autumn break, belonging to a club or not, being there is everything. Playing football and having fun among girls.
Lithuanian FA	None	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Actively promote and inspire Football between women, ensure girls talent pathway and encourage females to take up coaching and refereeing.
Luxembourg FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.

Malta FA		FLF Hotline	Implicit	SDG16	16.3 16.5 16.10	-	No	Direct	Against match fixing
	Official Tab	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.
		Play Green	Implicit	SDG13	13.1 13.2	-	Yes	Erasmus +	Making sporting events more sustainable and environmentally friendly by involving volunteers who implement sustainable solutions
Moldovan FA	Official Tab	Women's Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		The project "Volunteer School - PRO Football	Implicit	SDG4	4.7	-	No	Direct	Children can learn about what civic spirit means and then benefit the local community and football development.
		Open Fun Football Schools + Sports + School + Police 2021-2023	Implicit	SDG5 SDG10 SDG16	5.2 5.5 10.2 10.3 16.1 16.2	-	No	The Cross Cultures Project Association (CCPA)	Contributing to peaceful coexistence, social inclusion, gender equality, child protection and the involvement of interdisciplinary civil society in Moldova.
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.
		Safe football for children	Implicit	SDG16	16.1 16.2	-	No	Terre des hommes Moldova, UEFA, HatTrick	The aim of the project is to ensure a protective and safe environment for all children who play football in Moldova, which primarily requires that adults involved in sports have

								Assistance Program	the necessary knowledge about abuse, how to recognize and report cases of violence.
Montenegro FA	Official Tab	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Dutch FA	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Have a women's team, promotion on the website and present data on evolution as well as future initiatives.
		Worldcoaches Program	Explicit	SDG3 SDG4 SDG5			No	Ministry of Foreign Affairs	A programme that inspires and coaches children in their athletic and social development. It involves training football coaches so that they can act as local trainers and role models. Focuses on 3 themes: personal development, health and social cohesion.
		Diversity in Football	Implicit	SDG 4 SDG5 SDG 8 SDG10 SDG16	4.4 4.7 5.1 5.5 8.5 10.1 16.1	-	No	Direct	Football is for everyone, irrespective of color, race, religion, gender or sexual orientation. Acceptance, Respect in Sport, Discriminatory slogans, Hotline
		Safety Football	Implicit	SDG5 SDG10 SDG 11 SDG16 SDG 17	5.1 10.2 11.7 16.1 17.13 17.16	-	No	Direct	The KNVB is working with member clubs, volunteers, parents and local and national government to achieve a safe and fun atmosphere in each game
		Strong Position in respect to FIFA WC in Qatar	Implicit	SDG16	16.1	-	No	Direct	Use current spotlight on the World Cup and make contribution to improve the

North Macedonia FA Irish FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	plight of migrant workers in Qatar. Have a women's team, do not disclose much promotion.
	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	"Growing the Game - Maximizing Impact" aims to strengthen women's clubs and volunteer base, improve infrastructure, promote leadership and effective governance and to encourage women to take up coaching, refereeing or administration roles within the game.
		Irish Foundation	The Irish FA Foundation is the charitable arm of the Irish FA and exists to further equip the association to foster and grow the sport.						
		Grassroots and youth football	Implicit	SDG3 SDG4 SDG5	3.1 3.7 3.c 4.1 4.5 4.7 4.a 5.5 5.c	-	Yes	McDonald's Programmes, National Lottery Community Fund	The aim is to provide e an environment which values and protects all children and young people, in all aspects and at every level of football.
		Disability Football	Implicit	SDG10	10.2 10.3	-	Yes	Sporting, governmental, educational, healthcare and charitable bodies	Ensure that all disabled people have the opportunity to take part in football activities and are able to fulfil their potential in the area of their choice
		Community and Volunteering	Implicit	SDG11 SDG17	11.3 17.16 17.19	-	Yes	United Kingdom FA's, Clubs	Encouraging the development of relations between people and communities in order to achieve higher cohesion and unite Communities
	Norwegian FA	Official Tab	Women's Football	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct

Development Strategy								children's football to senior, top and width, with the goal of getting more girls and women in football, on and off the field.
Football for All	Implicit	SDG3 SDG5	3.1 3.7 3.c 5.5 5.c	-	No	Ministry of Foreign Affairs, National Football Associations	NFF assists national federations in educating children and youth coaches and in developing grassroots football structures.	
Fair Play	Implicit	SDG16	16.1 16.3 16.10	-	No	Direct	Fair Play is the collective term for our value work and is about what happens on and off the field. Development of a Hotline to report adverse events.	
Inclusion	Implicit	SDG10 SDG4	10.2 10.3 4.1 4.5 4.7 4.a	-	No	Direct	Football teams are important social meeting places, and NFF will include the offer to people with disabilities in our ordinary activities.	
Eat Move Sleep	Implicit	SDG3	3.1 3.7 3.c	-	No	BAMA, EAT	Contribute to better public health, by educating about the benefits of a healthy diet, more activity and good sleep	
Gambling and match-fixing	Implicit	SDG16	16.3 16.5 16.10	-	No	Direct	Guidance for clubs on game responsibility and knowledge of match-fixing.	
SDG Striker	Explicit	SDG8 SDG11 SDG12 SDG13	NA	NA	No	Erasmus+	Local actions on energy efficiency and energy poverty, renewable energy and microplastics.	
Strong Position in respect to FIFA WC in Qatar	Implicit	SDG10 SDG8 SDG11 SDG16	10.3 8.3 8.7 8.9 11.c	-	No	Nordic Associations	Reports have revealed human rights violations and reprehensible conditions for migrant workers in the host	

				SDG17	16.3 16.5 16.10 17.9 17.13 17.16				country. The conditions in Qatar have engaged the whole of Football Norway on how football should strengthen its international social responsibility.
Polish FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Portuguese FA	Official Tab	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Aims to increase participation, focusing on grassroots, regional associations development, , competitive competitions, enhancing sponsorship.
		Football for All	Explicit	SDG10	NA	NA	No	Direct	Focuses on promoting equality, diversity and inclusion.
		Fight Against Racism	Implicit	SDG16	16.1 16.2 16.3	-	No	Amnesty International	Appeals to the values of ethics and fair play and seeks to combat violence and intolerance in football
		SDG Striker	Explicit	NA	NA	-	No	Ecoserveis, ERASMUS+	Pilot project on PV potential and feasibility on sport facilities
		Match Fixing Campaign	Implicit	SDG16	16.3 16.5 16.10	-	No	Direct	Awareness campaign against match-fixing, being developed among the most diverse sports agents
Republic of Ireland FA	Official Tab Report	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Focused on grassroots, education, high performance, promotion, marketing and communication, organization and infrastructure
		Football For All Strategy	Implicit	SDG10	10.2 10.3	-	Yes	Partners across the disability sport	To enable every person to participate in the game, reaching their full potential, to inspire the nation through international success at the highest level

Romanian FA		Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Aiming to increase participation, visibility and commercial value and securing and strengthening women's football reputation
		Football For A Better Chance	Implicit	SDG10 SDG16	10.2 10.3 16.1 16.2	-	No	UNIMORE University	The 30-month project to promote social inclusion and combat the radicalization of young people aged 14 to 18.
San Marino FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Scottish FA	Official Tab Report	Women's Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		Girls' Soccer Centres	Implicit	SDG3 SDG5	3.1 5.1 5.C	-	No	Direct	Girls aged from 5-12 participate in the programmes, in partnership with local authorities and clubs, to deliver weekly sessions in a friendly environment. Counting with an ambassador for the centres within their home region, acting as a female role model.
		Playability	Implicit	SDG10	10.2 10.3	-	Yes	Para-Football Partners and Associations	Create greater opportunities within Para-Football which will allow participants to reach their full potential.
		SDG Striker	Explicit	SDG13	NA	NA	No	Direct	Pilot project on reducing energy bills in facilities and vulnerable families.
Serbian FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Royal Spanish FA	Disperse Content	Women's Football	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	4 pillars: professionalization, visibility (same designation as

	Development Strategy								Men's LaLiga), creating a product and international expansion.
	Observatorio de la Igualdad de la Real Federación Española de Fútbol	Explicit	SDG3 SDG5 SDG10 SDG17	NA	NA	No	Direct		Through the development of an Internal Code of Conduct that centers its' focus on values of equality.
Swedish FA	Official Tab Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct		Strategies on women's football took place a few years ago already, allowing Sweden to be today the second-best women team in the world and the best in Europe.
	Everyone Is Different-Different Is Good	Implicit	SDG10	10.2 10.3	-	No	ICA Sweden		Everyone who wants to play football should feel welcome, regardless of nationality, ethnic origin, age, gender, functional variation or sexual orientation.
	Plus 10.000	Implicit	SDG5	5.5 5.c	-	No	Direct		Increase the number of women as leaders and coaches in football. The goal is to recruit at least Plus 10,000 more girls and women in football by the year 2022.
	Reboot	Implicit	SDG4 SDG10	4.4 10.2 10.3	-	No	Gothenburg, Östergötland Västerbotten FAs		Increase employment opportunities for girls and boys who are far from the labor market and to strengthen the participants' work experience through internship opportunities. In the long run, the project is about developing a method model where educational efforts together with

									football's experiences of leadership and association life lead to increased employment in society.
		Put the ball rolling	Implicit	SDG5	5.5 5.c	-	No	SvFF, the Swedish Basketball, Handball Associations	Creating better conditions for women in leading positions to be given the conditions to stay and thus influence both football and sports in general.
Swiss FA	Official Tab	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.
		Fair Play and Prevention	Implicit	SDG16	16.1 16.2 16.3	-	No		
Turkish FA	None	Women's Football Development I	Implicit	SDG5	5.1	5.1.1	No	Direct	Have a women's team, do not disclose much promotion.
Ukrainian FA	Disperse Content	Women's Football Development II	Implicit	SDG5	5.1, 5.c	5.1.1	No	Direct	Have a women's team and promotion on the website.
		Open fun Football Schools	Implicit	SDG3 SDG4	3.4 4.4	-	No	Public associations, schools, parents, local governments, police, psychologists	Cross-sectoral networks, working together to promote interaction and social integration between internally displaced children and youth.
		Team of Athletes with Disabilities	Implicit	SDG10	10.2 10.3	-	No	Direct	Creation of a team involving people with disabilities, promoting inclusion.
		UEFA Playmakers	Implicit	SDG5	5.1 5.c	-	No	UEFA	Grassroots project for girls in cooperation with Disney.

Wales FA

Official Tab	Women's Football Development Strategy	Implicit	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	Yes	Direct	Double our investment, provide a positive, person-centered and inclusive experience for women and girls from all backgrounds and skill levels.
	Safeguarding	Implicit	SDG4 SDG16	4.7 16.2 16.3	-	No	Direct	Safeguarding children and vulnerable adults at all levels of the game in Wales - People to have a fun, enjoyable and positive experience, being safeguarding vital to this.
	FA Wales Fair Play	Implicit	SDG16	16.1 16.2 16.3	-	No	Direct	The aim of the FAW Fair Play Award is to encourage a reduction in on-field misconduct and promote the FAW Fair Play Code, offering Annual prizes.

Appendix 5 – Division of Cluster by Member Associations Representativeness

Cluster 1 <i>17 MA, 34%</i>	Cluster 2 <i>11MA, 22%</i>	Cluster 3 <i>2MA, 4%</i>	Cluster 4 <i>8 MA, 16%</i>	Cluster 5 <i>4 MA, 8%</i>	Cluster 6 <i>5 MA, 10%</i>	Cluster 7 <i>3 MA, 6%</i>
Albanian FA	Andorran FA	Armenian FA	French FA	Austrian FA	Danish FA	Royal Belgium FA
Bosnian and Herzegovinian FA	Azerbaijan FA	Royal Spanish FA		Royal Dutch FA	British FA	German FA
Bulgaria FU	Estonian FA		Malta FA	Norwegian FA	Irish FA	Italian FA
Croatian FA	Finish FA		Moldovan FA	Portuguese FA	Republic of Ireland FA	
Cyprus FA	Greek FA		Montenegro FA		Scottish FA	
Czech FA	Hungarian FA		Romanian FA			
Georgian FA	Iceland FA		Swedish FA			
Gibraltar FA	Latvia FA		Swiss FA			
Israel FA	Liechtenstein FA		Wales FA			
Kazakhstan FA	Serbian FA					
Kosovo FA	Ukrainian FA					
Lithuanian FA						
Luxembourg FA						
North Macedonia FA						
Polish FA						
San Marino FA						
Turkish FA						

Appendix 6 – Summary of the main Areas of Action for each SDG

Goals	Pillars /Areas of Action
<i>SDG 5 – 84 Initiatives</i>	Women’s Football Development Grassroots UEFA Playmakers Inclusion (gender and sexual discrimination) Gender pay gap Leading and Managerial Positions
<i>SDG 10 - 49 Initiatives</i>	UEFA/FIFA Foundations Social Awards Inclusivity – Football for All Diversity Human Rights Pledges towards Qatar 2022
<i>SDG3 – 39 Initiatives</i>	Grassroots Talent Promotion Cancer Prevention

<i>SDG16 - 35 Initiatives</i>	Smoke Free Football- Tobacco Control Educating on Health Mental Health No insults Child Protection Inclusivity Hotlines Development Fair Play Match Fixing
<i>SDG4 – 27 Initiatives</i>	Educating beyond Football Encouraging Reading Football Lessons at schools Bridge to job market
<i>SDG8 - 19 Initiatives</i>	Codes of Governance Pledges towards Qatar 2022
<i>SDG11 -14 Initiatives</i>	Provide support to children/families which need humanitarian Community Engagement Development of underprivileged areas Renovation of Facilities
<i>SDG13 – 9 Initiatives</i>	Sustainability Policies – ISO 20121 Play Green Eco-responsible Commitments SDG Striker
<i>SDG17 – 86 Initiatives</i>	Creation of Foundations International Projects and Pledges Interdisciplinary movements Community Involvement Involving National/Sports Associations, Non-Governmental

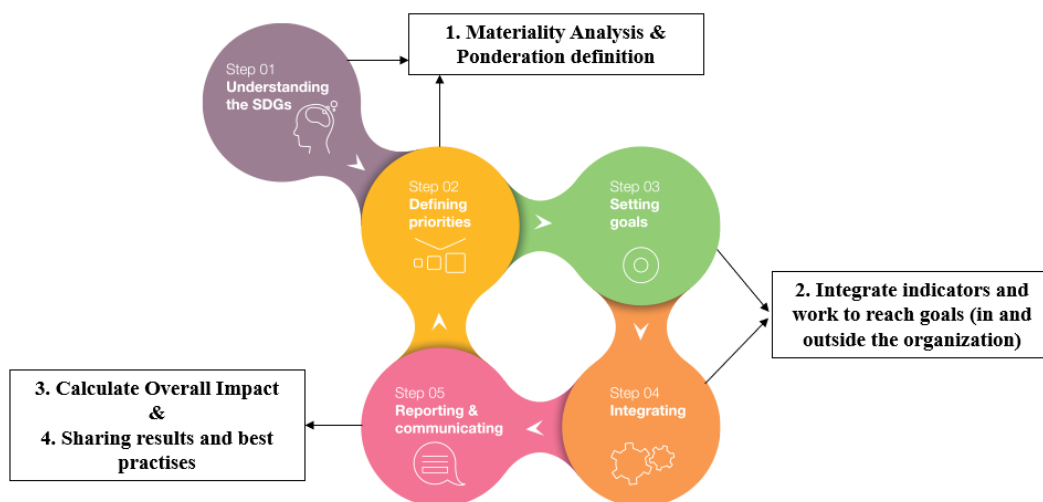
Appendix 7 – Intensity Levels of Women’s Football Development

Designation	Description	Goals	Targets	Indicators	Federations
Women’s Football Development I	Have a women's team, do not disclose much promotion.	SDG5	5.1,	5.1.1	20
Women’s Football Development Ii	Have a women's team and promotion on the website.	SDG5	5.1, 5.c	5.1.1	10
Women’s Football Development Strategy	Each has its own	SDG5	5.1 5.5 5.c	5.1.1 5.5.2	20

Appendix 8 – List of Initiatives that Explicitly mention SDG’s

Federation	Initiative
Armenian FA	FIFA Foundation Campus
Austrian FA	Sustainable Sport project
Dutch FA	WorldCoaches Programme
Royal Belgium FA	Football and Social Responsibility Strategy LGBTQ+ & OUT Everyone on the pitch Nobody Offside Younited Belgium Red Flames & Plan International Belgium SDG Voices of 2020
German FA	Sustainability Report Sustainable Euro 2024 Environment and Climate protection (100th Signatory of Sports for Climate Action)
Italian FA	Integrated Report
Norwegian, Portuguese, Scottish FA	SDG Striker
Royal Spanish FA	Equality Observatory
Swedish FA	Football in Society

Appendix 9 – Impact Measurement Framework Aligned with SDG Compass



Appendix 10 – Benefits for Federations in integrating indicators and measures to reach goals.

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|--|---|
| 1. Build local relationships, attracting sponsors and partners | 5. Build brand and reputation |
| 2. Secure investment and plan infrastructures development | 6. Gain recognition for responsible business practice |
| 3. Gain business insight and expertise | 7. Become leaders in community regeneration |
| 4. Grow fan base and increase revenue through increased outreach | |