



Guidelines for the Environmental Management of Football events



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The TACKLE guidelines collect **best practices** for environmental management from the football and sport sectors. The Guidelines focus both on the **governance and operational aspects** of the organizations involved in the environmental management of a sporting event:

1. **Governance practices**, such as a) assigning roles and responsibilities; b) planning; c) auditing and monitoring; d) certifiable management system; e) reporting and communicating; f) managing stakeholders' relationships;
2. **Operational practices**, i.e. practices aimed at reducing environmental impact of events, are divided in five categories:
 1. Context of the event – all the aspects related to the location of the event (i.e. presence of green accommodation, water treatment facilities etc.);
 2. Event – all the actions necessary to carry out the event (i.e. waste management, volunteers training etc.);
 3. Stadium management – related to infrastructure management (e.g. instalment of solar panels, light management, pitch management etc.);
 4. Procurement – the green purchasing choices that limit the overall match's environmental impact;
 5. Mobility and logistics – solutions to encourage sustainable transport means and limit logistics' impact



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Method for the identification and classification of best governance and operational practices:

1. Desk research - Through the desk research we have extensively analysed the contents of sustainability and environmental reports published by sport organisations, football clubs and football big event organisers (such as European and World Football Championships).

ITEM DESCRIPTION	INFO/DATA
Number of analysed reports	94
Number of pages verified	> 3500
Publication date of the reports	From 2006 to 2018
Sports/events in the scope of the reports	Football, Rugby, Hockey, Baseball, American Football, Expo Milano, Olympic games
Football and sport events covered by the analysed reports	2015 Rugby World Cup, 2018 FIFA World Cup, 2014 FIFA World Cup, 2010 FIFA World Cup, 2011 FIFA Women World Cup, 2006 FIFA World Cup, UEFA Euro 2012, UEFA Euro 2016, Olympic games Vancouver 2010, Olympic games London 2012, Olympic games Rio 2016, Olympic games Tokyo 2020, Taiwan Innotech Expo 2018, Expo Milano 2015, Greenbuild 2010
Football clubs that published the sustainability reports analysed	Juventus FC, Milan AC, Manchester Utd, Green Rovers, VfL Wolfsburg, Tottenham Hotspur, (etc.)

Table 1. Environmental and sustainability reports analysed



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Method for the identification and classification of best governance and operational practices:

2. On-site visits and interviews

	COUNTRY	STADIUM	CAPACITY (PEOPLE)	DATE AND MATCH VISITED FOR THE CASE STUDIES	INTERVIEWED PEOPLE
INTERVIEW #1	Romania	National Arena – Bucharest	55,634	12 th November 2018 <i>Steaua Bucurest vs Dynamo Bucurest</i>	Stadium manager, waste manager
INTERVIEW #2	Italy	S. Siro - Milano	80,018	17 th November 2018 <i>Italy vs Portugal</i>	Stadium manager
INTERVIEW #3	Sweden	Friends Arena - Solna	50,000	20 th November 2018 <i>Sweden vs Russia</i>	Stadium manager, Stadium owner
INTERVIEW #4	Italy	Mapei Stadium – Sassuolo	21,584	17 th January 2019	Stadium manager
INTERVIEW #5	Italy	Olympic Stadium - Rome	70,634	18 th April 2019 <i>Lazio vs Udinese</i>	Stadium owner

Table 2 Interviews details





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Content of the TACKLE Guidelines:

We have identified and analysed **more than 80 practices** on football events and facilities' environmental management. Governance collects all the actions and strategies that must be adopted and developed at the organisational and decisional level. In the framework of the operational practices we have distinguished 5 subcategories.

Guidelines on the environmental management of football events							
	Governance	Operational Management	1. Context of the event	2. Event	3. Stadium Management	4. Procurement	5. Mobility & Logistics
Number of BPs identified	22	62	3	20	24	7	8

The guidelines can be consulted on the TACKLE website:

https://lifetackle.eu/assets/files/LIFE_TACKLE_Guidelines1.pdf



**Validation of the Guidelines
through Pilot Tests
in Stadia**



Validation of Guidelines through pilot tests in stadia

This action aimed at testing and validating the contents of the Guidelines, assessing their feasibility, effectiveness and cost-efficiency, through a series of governance and operational pilot tests in **12 European stadiums** in **6 countries** (3 of them are EURO2020 hosting stadiums):

Stadium	Capacity	Opened	Owner	Purpose
Aviva, Dublin	51700	2010	Co-owned	Football, rugby, concerts
Luigi Ferraris, Genoa	36599	1990	Co-owned	Football
Anghel Iordanescu, Voluntari	4500	2012	Municipality	Football
Olimpico, Rome	72698	1990	Olympic Committee	Football, rugby, concerts
National Arena, Bucharest	55634	2011	Municipality	Football, concerts
King Boudouin, Brussels	50093	1995	Municipality	Football, athletics, concert
Friends Arena, Solna	54329	2012	Co-owned	Football, concerts
Benito Villamarin, Betis	60720	2017	FC Betis	Football
Dragao stadium, Porto	50033	2003	FC Porto	Football
S.P.A.L., Ferrara	16134	2018	Municipality	Football
Tele2 Arena, Stockholm	35900	2013	Municipality	Football
Renzo Barbera, Palermo	37619	1990	Municipality	Football



Validation of Guidelines through pilot tests in stadia



More than 60 pilot actions were selected for implementation in pilot stadiums.

	Mobility	Energy	Water	Waste	GPP	Gov.	TOTAL
AVIVA Stadium, Dublin				1			1
Benito Villamrin, Sevilla	2			1		1	4
Anghel Iordanescu, Voluntari		2		2		2	6
Friends Arena, Solna		2		1	1		4
Olimpico, Rome		2	1	2	1	1	7
Dragao, Porto		1	1	2		3	7
Roi Baudouin, Brussels	3			2	1		6
Tele2, Stockholm				2		2	4
Luigi Ferraris, Genoa		1		3			4
Paolo Mazza, Ferrara	2	2		2	2		8
National Arena, Bucharest	1			3	1		5
Renzo Barbera, Palermo	2	1		2	1		6
TOTAL	10	11	2	23	7	9	62

Table 1. Overview of all the pilot tests identified in the pilot stadiums



Validation of Guidelines through pilot tests in stadia



GOVERNANCE

- ❑ While **improvements in the governance of football events** might not be the most visible ones to the external audience, they can ensure long term improvements in the field of environmental management as they set up the basics for responsible and sustainable practices around the organization of football games. These improvements can range from internal modifications of the way clubs/football associations/stadiums work on a daily basis to the extent of how much focus is given to various environmental management practices on the long run – all coming from and based on decisions made by the actors and stakeholders high up in the world of football value chain, namely management, executive boards and similar.
- ❑ The replicability potential of such practices depends very much on the top management. Very often such improvements require not only an initial research or hiring an external consultant/expert but also assigning a permanent staff member to continuously monitor the performances and modify them on the go. This could eventually result on substantial economic savings and decrease in carbon footprint on the long run. Furthermore, such intelligence can serve as a valuable source for environmental reporting, too.



Validation of Guidelines through pilot tests in stadia

OPERATIONAL MANAGEMENT

- ❑ **Operational improvements** are often the most visible to external observers. While certain savings and results per game can look modest and minor, if those are multiplied by the number of games per season, the overall savings can surpass a lot of expectations.
- ❑ Some of the most common pilot test in this field revolved around the topic of **events and the football games** themselves. Three clusters of pilot tests emerged as the most interesting for the pilot stadiums:
 - ✓ Reusable cups for beverages
 - ✓ Separate waste collection
 - ✓ Donation of unused food from the catering services
- ❑ General **stadium management practices** in some cases where the game organiser is not the owner of the stadium were proven to be somewhat limiting. Bringing together different sides around the table, however, showed the way forward in overcoming these obstacles.
- ❑ **Mobility and logistics** practices can provide precious long-term results in direct and indirect CO2 savings. They contribute to an improved visitors' experience as new mobility options and diversifying the existing offer facilitates their arrival and departure from a stadium to a great extent. While many cities are including car sharing, cycling and unconventional transport means into their mobility strategies, stadiums are rarely taking advantage of these. The implementation of these pilots was hindered by the pandemic.
- ❑ Beside all the previously described direct impacts, we must highlight another aspect of operation management which can result in indirect environmental benefits – **green procurement**. Many stadiums recognised this aspect as a hidden gem where they can transfer many of the responsibilities and roles for achieving better environmental performances onto their contractors, which could vary from cleaning, catering, transport services or many other.

