



ACADEMY

Sustainability in Football Compact Course

With academic support from **SDA Bocconi**
SCHOOL OF MANAGEMENT



PRESENTED BY

UEFA

ECA 

EUROPEAN CLUB ASSOCIATION

A man with a beard, wearing a red long-sleeved shirt and a white lanyard with 'ACADEMY' printed on it, is seated at a table. He is gesturing with his right hand while speaking. The background is blurred, showing an indoor setting with other people and tables. A green semi-transparent box is overlaid on the lower half of the image, containing white text.

A TRANSFORMATIVE
COMPACT COURSE
TO ELEVATE YOUR
SUSTAINABILITY
EXPERTISE

FOREWORD

Football is not just a game; it is a global phenomenon that unites millions of people across diverse cultures and backgrounds. With this immense influence comes a profound responsibility to lead by example, which is why we have launched the new Sustainability in Football Compact Course. This initiative is a strong demonstration of our commitment to fostering a more sustainable future for the sport we cherish.

This unique course will form a vital component of UEFA's overarching sustainability strategy and is designed to embed sustainable best practices at

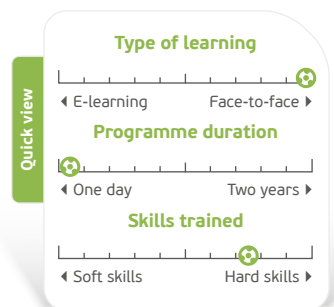
every level of football while ensuring our national associations are prepared for the social and environmental challenges impacting our industry. More broadly, it is intended to enhance the capabilities of sustainability managers at football organisations in Europe and beyond by giving them the tools and knowledge to drive sustainability initiatives at all levels of the game.

Theodore Theodoridis
UEFA General Secretary



Sustainability in Football Compact Course (SFC)

The SFC aims to equip those responsible for social and environmental sustainability within football organisations with the essential knowledge, practical tools and soft skills needed to enhance and drive sustainable practices at all levels of the game.



Programme overview

The Sustainability in Football Compact Course (SFC) is designed to empower sustainability managers in football organisations by enhancing their skills and knowledge of the topic. Engage in interactive workshops and presentations led by industry experts and academics, covering key topics such as sustainability fundamentals, social issues, environmental impact, policy, and effective monitoring and reporting. Acquire the tools and strategies you need to navigate challenges, secure buy-in from stakeholders and drive meaningful change.

Developed in partnership with the European Club Association (ECA) and SDA Bocconi, this course delivers the highest quality content with a long-lasting impact for both national associations and clubs, while also providing invaluable academic credibility.

Over four days at the SDA Bocconi campus in Milan, you will develop your own sustainability action plan to drive sustainability within your football organisation. By integrating insights and expertise from both inside and outside the football industry, you will gain a comprehensive understanding of the latest trends and best practices.

While the course is intended for sustainability managers at national associations and clubs, it is also open to professionals coming from other key stakeholders such as leagues and other confederations.

Learning outcomes

- A comprehensive understanding of sustainability principles and best practices
- A sustainability action plan for your organisation and for measuring your impact
- An enhanced ability to communicate and advocate for sustainability within key football stakeholders
- Join a thriving network of sustainability managers in the industry



Who

Sustainability managers at football organisations, in particular at clubs and national associations – whether newly appointed or looking to maximise their impact



Starting in

Once a year in summer



How long

4 days



Where

SDA Bocconi campus in Milan



Price

€3,400



Number of participants

30



Academic certification

Certificate of completion awarded by SDA Bocconi & UEFA Academy



Language

English



**DAY1
CREATING A SUSTAINABILITY
VISION AND BUILDING YOUR
FOUNDATIONS**

You will gain a broad understanding of sustainability in the football industry while exploring global trends and market expectations. You will learn how to craft sustainability action plans focused on risk mitigation and innovation, and develop the skills - through interactive sessions - to drive cultural transformation for lasting impact.

**DAY2
TACKLING EMISSIONS,
THE CIRCULAR ECONOMY
AND SUSTAINABLE EVENTS**

Key topics will include how to reduce carbon footprints by examining emission sources and setting measurable targets aligned with global climate goals. Moreover, best practice examples and insights from leading experts will enhance your understanding of circular economy principles, as well as how to operate sustainable events and infrastructure.

**DAY3
PROTECTING
AND RESPECTING
HUMAN RIGHTS**

You will learn about human rights principles to ensure a safe, respectful environment, including policies to protect children, young adults and other and vulnerable groups. Learn how to create an inclusive culture by implementing robust DEI initiatives.

**DAY4
MEASURING
AND REPORTING
SUSTAINABILITY**

You will gain a deeper understanding about regulations impacting sustainability reporting in football and conduct materiality assessments to prioritise key issues for stakeholders. Data and KPIs will be leveraged to drive continuous improvement and communicate sustainability impacts. The course will conclude with a graduation ceremony.

Testimonials



“ This new compact course is a game-changer for the football industry. It will empower the staff of national associations to develop their knowledge to implement impactful sustainability initiatives in their organisations, ultimately leading to a more positive outlook for the future of football. ”

■ Laura McAllister, UEFA Vice-President and Chair of UEFA Social and Environmental Sustainability Committee



“ Sustainability is no longer a choice; it's a responsibility. This course is an excellent opportunity to equip club professionals with the knowledge, tools and network to effectively drive the sustainability agenda. If you're serious about making a difference, this is the place to start. ”

■ Niclas Carlén, ECA Board Member from Malmö FF and lead of the ECA Sustainability working group

A WORD FROM ECA

Sustainability is no longer an option for clubs, it's essential for the future of football. As the game continues to grow, clubs must take greater responsibility for managing their environmental impact, promoting social inclusion and ensuring long-term financial stability. This compact course has been designed to provide sustainability managers at clubs with the practical tools and strategic insights needed to lead this transformation. From reducing environmental impact and improving resource efficiency to embedding social responsibility in football's DNA, participants will learn how to integrate sustainable best practices into their clubs.

With expert-led sessions, real-world case studies and peer-to-peer learning, the course offers a unique opportunity to expand your knowledge, enhance your impact and drive meaningful change. By embedding sustainability at every level of their operations, clubs can future-proof their organisations and create lasting value for their communities and the sport.

Together, we can ensure that football clubs thrive on and off the pitch for generations to come.

Charlie Marshall
CEO, ECA



About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy provides educational programmes for individuals and organisations to constantly elevate the game of football.

Consult our catalogue of courses on [UEFAacademy.com](https://uefaacademy.com)

About the ECA Campus

ECA Campus is the hub for the European Club Association's education and knowledge-exchange initiatives, driving club excellence across Europe. Built on the pillars of knowledge, education and impact, it delivers practical, club-focused learning initiatives tailored to members' needs. Combining cutting-edge theory with actionable insights, ECA Campus equips professionals with tools to address challenges and achieve real-world results.

About SDA Bocconi

SDA Bocconi supports the continuous growth, improvement and transformation of people, companies and organisations. It has designed an offering to meet the changing needs of the modern world, becoming a global leader in education. SDA Bocconi is an international school based in Milan, with the biggest urban campus in Europe, new headquarters in Rome and a pan-Asian hub in Mumbai.

Application process

Eligible candidates must apply online at uefaacademy.com and complete the application form before the **21 April 2025**.

Full attendance is required to qualify for the certificate of completion. If you have any questions on the application process, please contact academy@uefa.ch

We welcome participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to our programmes. In line with this commitment, we especially encourage applications from women and individuals working in women's football. If you have any uncertainties about meeting specific programme criteria, please feel free to contact us.





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Contact us

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