

THE FAW'S
SUSTAINABILITY
STRATEGY 2030

CYMRU, WELL-BEING AND THE WORLD.

We would like to thank all those who have contributed to the production of our strategy.

The strategy was produced in partnership with the Future Generations Commissioner for Wales.



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

CONTENTS

5	A vision for a global, local Cymru	
6	Our Wales	Building on our foundations
7	Global and Local	Strategic context for sustainability
8	The well-being of future generations	
10	A new way of working	
12	Strategic focus areas	
18	Gorau Chwarae Cyd Chwarae	
19	Football's reach and impact	
20	Strategic process	
22	From strategy to action	

A VISION FOR A GLOBAL, LOCAL CYMRU

Our sustainability strategy underpins our vision for a global, local Cymru.

As we evolve how we work to integrate our sustainability principles in a systematic way, we will bring preventative and collaborative long-term thinking that encourages positive action for the good of all.

Our goal is to meet the needs of the present while protecting the ability to meet the needs of future generations. This will be central to all decisions, big or small, and we will encourage and make sure the entire football ecosystem thinks and acts accordingly.

We will do everything in our power to improve Cymru's economic, social, environmental and cultural well-being, and contribute positively to global well-being.

With the Well-being of Future Generations (Wales) Act as the cornerstone of our plan, we will strive to become a sustainability leader in the world of sports, both nationally and internationally. We will become an example of the role that football can play in a small nation to inspire and promote the sustainability journey of others.



OUR WALES

BUILDING ON OUR FOUNDATION

The FAW's 2021-2026 strategic plan for Welsh football, Our Wales, defines our vision to create a leading football nation: from park football to the world stage, we aspire to a global, local Cymru. A land where the game is inclusive, accessible, and successful.

It is an ambitious plan that stems from our mission to develop, promote, and care for football in Cymru and beyond. As one of the oldest football associations in the world, we feel responsible for enriching people's lives and empowering them to dare big and dream even bigger.

With sustainability at its core, Our Wales defines the six strategic pillars to build a sustainable association for the future. However, it is not just a stand-alone pillar; sustainability is the foundation that grounds and underpins everything we do.

Our commitment is to work together for a better tomorrow.

We need to understand our cultural, social, economic and environmental impact as an organisation, and take steps to minimise the negative footprint of the game. The sustainability principle must be integrated into the very heart of football, pushing forwards to create more sustainable yet stronger clubs, leagues and initiatives.

Our commitment is to become a progressive organisation that advocates for global and local issues impacting our game and communities. We believe our sustainability strategy will enable us to deliver this commitment.

We know the power of football. We have witnessed how individual and local action compound to create something huge: combined together, they can lead to global impact.

One brick at a time, we build a red wall.



GLOBAL AND LOCAL STRATEGIC CONTEXT FOR SUSTAINABILITY

The FAW has a responsibility at a global and local level today and tomorrow, and we are committed to delivering our mission effectively and sustainably.

The bedrock of our sustainability strategy is the Well-being of Future Generations (Wales) Act. Its sustainable development principle commits us to take action to improve the economic, social, environmental and cultural well-being of Cymru. This means acting in a manner which ensures that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Locally, we will also align with the Welsh Government's vision for sport in our nation, as well as their international strategy for a globally responsible Cymru.

At a global level, we will need to work towards the United Nations Sustainable Development Goals (SDGs) and proactively and continuously engage with UEFA's football sustainability strategy 2030.



THE WELL-BEING OF FUTURE GENERATIONS

The National Assembly for Wales approved the Well-being of Future Generations (Wales) Act 2015 on 29 April 2015, and it came into force in April 2016.

The Act establishes the seven national well-being goals for Cymru:

- **A Prosperous Wales**
- **A Resilient Wales**
- **A More Equal Wales**
- **A Healthier Wales**
- **A Wales of Cohesive Communities**
- **A Wales of Vibrant Culture & Thriving Welsh Language**
- **A Globally Responsible Wales**

The Act expresses Cymru's commitment to the 17 Sustainable Development Goals (SDGs) [<https://sdgs.un.org/goals>] set by the United Nations General Assembly in 2015 as a blueprint for a better, more sustainable future for all.

Cymru is the first country to implement these SDGs into law. Unique to Cymru, the Act distils these targets into seven well-being goals, and provides a legally-binding common purpose for national and local government, health boards and other specified public bodies.

The Act establishes an independent Future Generations Commissioner for Wales to promote the principle of sustainable development and to protect the ability of future generations to meet their own needs. The commissioner also provides advice and support to public bodies, encouraging them to take greater accountability for the long-term impact of their actions and activities.

The FAW will integrate the Well-being of Future Generations Act into our planning and delivery to contribute positively to global and local well-being. For this, we will take action with these ideas and ways of working at heart:

Long-term

The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.

Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies.

Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Collaboration

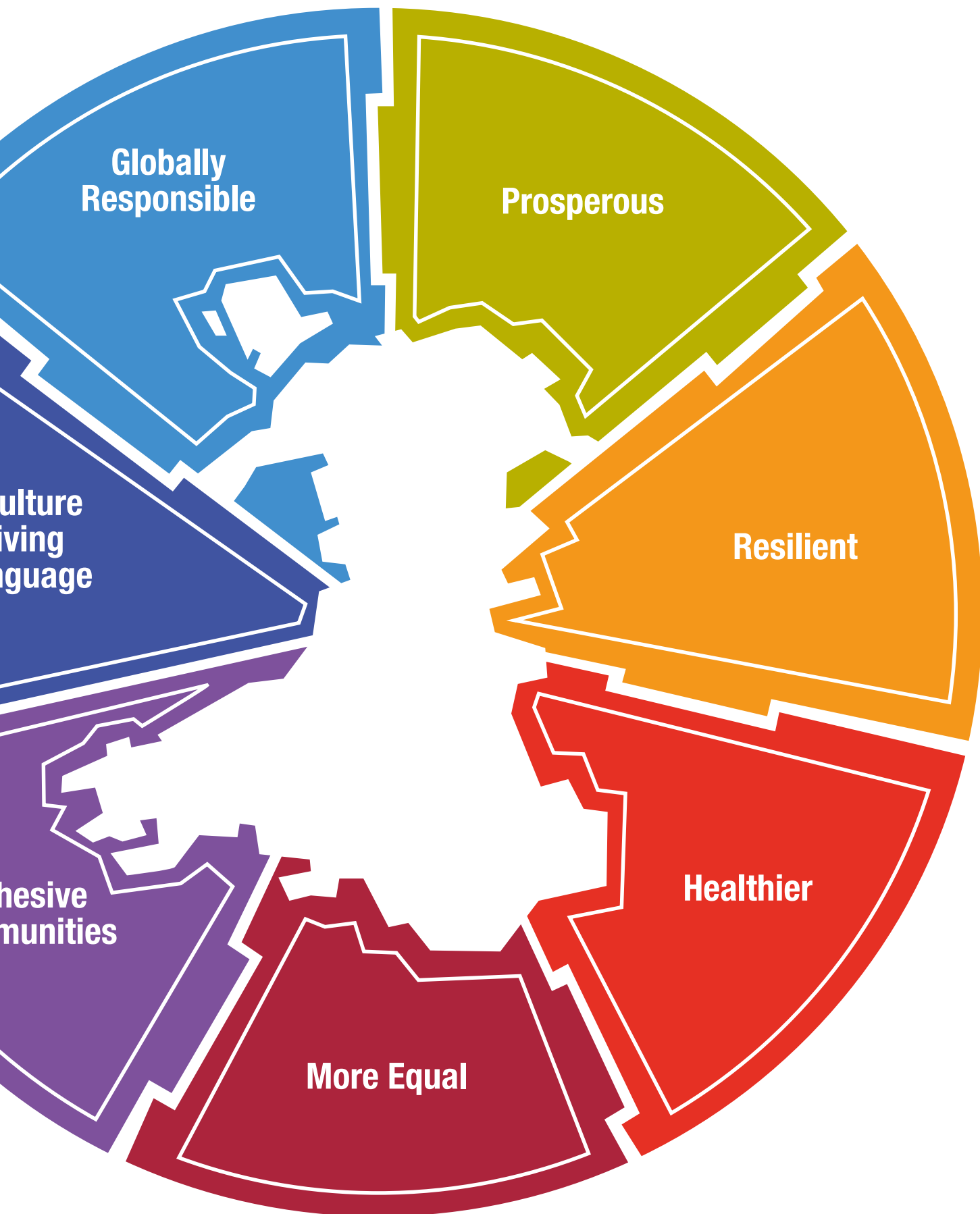
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

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Comm



A NEW WAY

VISION

FROM PARK FOOTBALL TO THE

STRATEGIC PILLARS



WALES ON THE WORLD STAGE



A DIVERSE, SKILLED & ENGAGED FOOTBALL FAMILY

ENABLERS

INVESTMENT

INS

Developed to provide the FAW with a clear plan of action, our sustainability strategy establishes an agreed framework and prioritised set of actions. It will enable us to focus our resources and drive better performance, as well as engage internal and external stakeholders.

A clear plan makes sustainability easier, more effective and engaging. This has the potential to bring meaningful change as engagement is instrumental to influencing individual behaviour across the football

ecosystem - particularly important when our football community needs to bounce back, and gain momentum and impact in a post-pandemic world.

We developed the strategy to support the delivery of Our Wales with sustainable work as well as far-reaching, deep-rooted outcomes. All while building on the recommendations in the A Sustainable Association for the Future report, which shareholders approved in November 2021.

Complementary to the FAW's PAWB and Our Wales: For Her sub-strategies, this strategy aims to add value to them. While PAWB establishes the FAW's vision and strategic plan for equality, diversity and inclusion, Our Wales: For Her is the strategy for women's and girls' football with the mission to create the best environment, support structures and opportunities to accelerate the growth of the game. The FAW has a progressive approach to social and cultural issues, and sustainability has always been a focus and

OF WORKING

WORLD STAGE – A VISION FOR A GLOBAL LOCAL WALES



**A FLEXIBLE, INCLUSIVE
& APPEALING OFFER**



**A SUSTAINABLE ASSOCIATION
FOR THE FUTURE**



**INSPIRATIONAL AND
FIT-FOR-FUTURE FACILITIES**



**CLEAR AND EFFECTIVE
PATHWAYS FOR PROGRESSION**

RIGHT

ENGAGEMENT

IMAGE

passion for us. Now, we will evolve the ways we work: from embracing traditional social responsibility to adopting a more fundamental and systematic integration of sustainability principles into everything we do. This is important from a philosophical standpoint, and it also has the potential to reduce our footprint and waste, improve efficiency, and produce savings that can be re-invested in the grassroots game.

Our sustainability strategy underpins our vision for a global, local Cymru.

We will seek to address global and local needs as part of a unified approach, and bring convergence across environmental, social and governance factors to create a more sustainable game for Cymru, its people, and future generations. This is a key transversal element: a powerful catalyst that supports the six strategic pillars and five enablers.

Our vision is to become a world-leading organisation that addresses global and local needs as part of a unified approach

and inspires the sustainability journey of football associations around the world.

STRATEGIC FOCUS AREAS

Our seven focus areas provide the broad aims to drive sustainable practices. Our well-being objectives and steps highlight how we will produce these goals, and the outcomes define what we hope to achieve.

We commit to a proactive and transparent communication of our progress and

actions, and embrace the power of storytelling to creatively communicate our journey, amplify the voices of our community, and inspire others to act for both current and future generations.

We invite you to join this movement.



CROESO

Well-being objectives

Steps

A culturally diverse, creative and welcoming football ecosystem

- Developing skills, increasing opportunities and celebrating our status as a bilingual nation.
- Work with partners to provide positive experiences for people experiencing loneliness.
- Collaborate with Monumental Welsh Women to fund the development of statues of Welsh women who contribute to football.
- Continue working with Welsh Government and others on the 'Call Out Only' campaign to end sexual harassment and abuse against women.
- Work with the National Football Museum in Wrexham and Amgueddfa Cymru to feature Cymru in their displays in an evolving, engaging way.
- Work with faith organisations, communities and networks to identify opportunities for collaboration.
- Work with other sporting associations and cultural bodies to provide every child in Cymru with five free sporting and cultural opportunities.
- Collaborate with Sport Wales, the Children's Commissioner for Wales and youth organisations to amplify key messages, youth participation and enjoyment in football.
- Appoint a poet in residence to communicate the FAW's work and to amplify the voices of the football community.
- Support staff to engage with culture in their daily work and free time.
- Become
 - o an ACE (adverse childhood experiences) Aware Association
 - o a Dementia-Friendly Association
 - o an Association of Sanctuary
- Twin local football clubs with prisons in Cymru, and explore a nation-wide upskilling programme.

HEALTH

Well-being objectives

Steps

Improve the nation's health, focusing on prevention and early intervention.

- Establish a well-being football hub in every health board to provide clinical, social care, mental health and well-being services (driven by an evaluated pilot project).
- Create new participation formats and styles in football to increase access and playing opportunities.
- Work with Welsh Government and Public Health Wales to encourage social prescribing.
- Co-design new initiatives with communities engineered for fitness and mental health.
- Launch a football participation campaign to leverage the influence that parents, grandparents and guardians have with children.
- Shift the narrative and put personal objectives first when empowering people's journeys.
- Establish a Health and Football Commission to identify new opportunities and recommendations to meet these objectives.

I FACILITIES

Well-being objectives

Ensure facilities create positive impacts and are fit for the future.

Steps

- Promote schools and clubs in Cymru with sports facilities for football and related activities.
- Work with communities to increase access and participation, especially disadvantaged, remote and rural.
- Make facilities accessible to different generations.
- Leverage the FAW's partner network to connect local authorities with parties that can co-invest in local facilities.
- Campaign to reform the funding structure for facilities.
- Build sustainability into the design of facilities.
- Develop club requirements, guidance and training on minimising the negative environmental impact of their facilities, including grass pitches and natural habitat maintenance.
- Prioritise grant applications of grassroots facilities highlighting a commitment to meeting the environmental impact criteria.

I TEAM

Well-being objectives

Shifting mindsets and team culture throughout the football ecosystem to live the change we want to see in others.

Steps

- Upskill every staff member so they understand their responsibilities in sustainability issues.
- Revise procurement policies across all activities, including office supplies, marketing, travel and hospitality.
- Establish working groups within the FAW to define baselines, monitor KPIs for improvement and to share ideas on how to make working lives more sustainable.
- Review internal policies to align with the sustainability strategy.
- Upskill to redress imbalances from an EDI perspective.
- Equip elite players with the mindsets and capabilities to promote sustainable change in an authentic and impactful way.
- Explore workplace-related sustainability projects, i.e.
 - o Twin the FAW with a football association in the global south (with a focus on joint innovation, support and thought-leadership).
 - o Establish a toilet twinning project to raise funds to give people in the poorest nations clean water and a proper toilet.
 - o Support Welsh Government-funded Wales and Africa schemes.
- Continue to deliver the FAW PAWB strategy for a more equal and diverse game in Wales.
- Achieve a gender parity of 40% on the FAW Board and Senior Management team.
- Support and celebrate volunteers as changemakers.
- Launch a reward system that incentivises and celebrates greater volunteering.
- Develop a network of micro-influencers and ambassadors to drive engagement and participation with young women.
- Provide sanitary products free of charge.
- Agree equal pay and fair work standards for men's and women's national football teams.
- Work with the Red Wall and the Football Coalition to raise awareness of sustainability.
- Actively support and invest in initiatives to tackle poverty, hunger and the cost of living.
- Sign up to the Living Wage campaign.

PARTNERSHIPS

Well-being objectives

Build and enable a movement for change.

Steps

- Work with public services boards to achieve common agendas.
- Identify and celebrate sustainability changemakers throughout Cymru.
- Set up a regular forum to co-lead, communicate objectives, and get feedback.
- Twin Welsh clubs, leagues and area associations with similar organisations around the world.
- Assess the use of financial and non-financial rewards to incentivise partner progress towards sustainability objectives.
- Establish national and local swap shop schemes for football kit and equipment.
- Achieve and celebrate commitments and performance of corporate partners.
- Promote sustainable modes of travel, including reduced fares and free travel for players with match tickets by working with partners and sponsors such as Welsh Government, Transport for Wales and Welsh Local Government Association.
- Develop a digital platform that generates real-world data to improve awareness and monitoring of the effectiveness of local campaigns in driving social impact.
- Support a rewards programme with partners for exceptional volunteering work as measured by the digital platform.
- Establish a Sustainability Innovation Lab to solve big challenges in partnership, and share learning internationally.
- Work with the Future Generations Commissioner for Wales to identify opportunities, and communicate our experience and commitment to the Well-being of Future Generations Act with Cymru and the world.
- Develop incentives for employers that grant staff members flexibility for volunteering in partnership with local authorities and other organisations.
- Identify food related sustainability solutions across the football ecosystem, including locally-sourced, plastic-free and plant-based packaging.
- Ensure all products are ethically sourced and fair-trade.
- Commit to launching plastic-free kits and merchandise.
- Review the FAW's investment and pension portfolio with clear ethical guidelines that divest from all sources of harm, fossil fuels, pollutants, goods driving deforestation overseas and arms.

STRUCTURES

Well-being objectives

Develop agile, effective and diverse structures.

Steps

- Evolve and involve the club, league and area association structures at both local and regional levels to support an inclusive, accessible and successful game.
- Provide training and promote best practice to support communities to deliver leagues and competitions.
- Develop social, cultural, economic and environmental initiatives, and support capacity and adaptation.
- Support the development of sustainability strategies and resourcing plans with UEFA licensed clubs.
- Support projects and activities that benefits rural communities.
- Support grassroots clubs to assess their global and local impact.

DECARBONISATION

Well-being objectives

Become net zero by 2030.

Steps

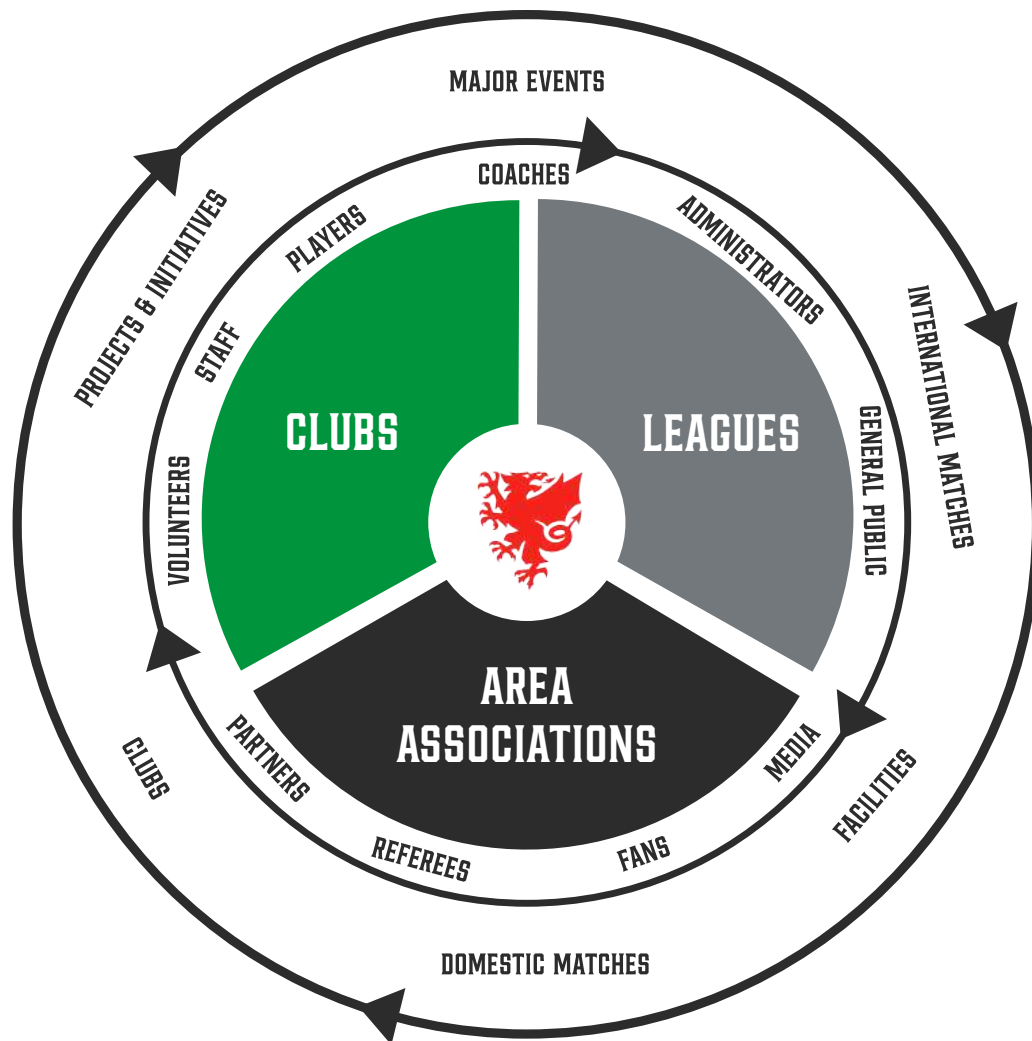
- Prioritise active travel and public transport and adopt the Welsh Government transport hierarchy.
- Install EV charging points at the FAW sites and set up a fund to support clubs to do the same.
- Work with providers to acquire electric vehicle fleet/contract for match days.
- Reduce flying to a minimum.
- Sign up for the Healthy Travel Charter.
- Sign up for the UN Sports for Climate Action Declaration and Framework, the UN 'Football for Goals' initiative, and UNFCCC 'Climate Neutral Now' pledge and 'Race To Zero' campaign.
- Support the establishment of 20-minute neighbourhoods by working with local government and stakeholders.
- Commission 'Virtual Cymru' to provide memorable experiences, including a virtual stadium experience, meet the team and press conferences.
- Use solar PV to meet our energy needs from 100% renewable sources.
- Team up with the Welsh Government 'Wales and Africa' programme to offset any residual emissions.
- Secure third-party accreditation to independently validate future progress on energy efficiency, emissions reduction and other sustainability measures.
- Become a single-use-plastic-free and zero-waste association.
- Establish a Climate Justice, Nature and Football Commission to identify new opportunities and recommendations to support clubs and communities.
- Establish the systems and processes needed to host and track all sustainability-related information, including carbon footprint.

The background is a vibrant red color. It is decorated with several large, dark grey, abstract shapes that resemble stylized leaves or petals, scattered across the frame. The text is centered in a bold, white, sans-serif font.

A CULTURALLY DIVERSE, CREATIVE AND WELCOMING FOOTBALL ECOSYSTEM.

Well-being objectives

GORAU CHWARAE CYD CHWARAE



Our mission is to develop a sustainable game across the country, one that contributes towards making Cymru a better place for its people, now and in the future. And we hope that whatever we achieve here becomes an example and inspiration to others around the world.

Our sustainability strategy must work on both local and global scales. For this, we need to create partnerships on a greater scale than ever before. However much

we can achieve alone, we can do so much more collectively with our partners within Cymru and beyond.

Engagement is a critical lever to cultivate and promote diversity and inclusion. We must strike a chord, engage and resonate with underrepresented demographics, attract greater female participation, and address pervasive mental health challenges and obesity.

Football offers us a universal language and global reach. And we, the FAW, must make the most of a unique platform for positive social, cultural, economic and environmental impact for Cymru and the world.

FOOTBALL'S REACH AND IMPACT



943
Clubs



112,256
Registered
players



18,400
Volunteers



60,000
Matches
every season



17,125
Red Wall
members



80,000
Spectators
every week



1.25m
Social media
followers



189,268
School-age
children
playing



206,000
Adults
taking part
in outdoor
football

SOCIAL RETURN ON INVESTMENT OF REGISTERED FOOTBALL PARTICIPATION

£553.14m
total current
impact of
participation

£83.965m
economic
impact of
social benefits

£263.482m
direct
contribution to
the economy

£205.691m
healthcare savings
from football
participation

SUMMARY CARBON EMISSIONS

11,233
Tonnes CO₂e



79.13
Tonnes CO₂e



63.01
Tonnes CO₂e



11,090
Tonnes CO₂e

Gross
Emissions

Scope 1

Scope 2 -
Location based

Scope 3

STRATEGIC PROCESS

Organisations seem to struggle to think creatively and inventively around long-standing problems. This is one of the most significant barriers to progress. But there are breakthroughs when we listen and engage with stakeholders: they provide fresh, imaginative, and constructive perspectives on different key issues, including:

- How to improve access to facilities and funding,
- How to increase engagement with decision-makers at schools and local authorities,
- Potential strategies for tackling early age obesity, and
- Other issues where football should be a vehicle for progress and change.

While we were data-driven and based on clear methodologies to develop our sustainability strategy, we also engaged with key stakeholders to achieve our social objective. We looked at environmental stewardship to understand and mitigate the environmental impact of the FAW across all assets, regional centres, operational activities and throughout the value chain.

We also focused on social and community development, and assessed relevant markers for measuring social impact and well-being qualitatively through consultation and using socio-economic data.

Alongside policy and regulation reviews and stakeholder engagement, our approach was also enriched through the work of a diverse sustainability working group. This group has deep ties to all facets of the game in Cymru and contributed countless valuable insights as we assembled the data and evidence that support our recommendations.



We have taken a transparent and structured approach to the development of a strategy with a forward-focused vision and plan for the FAW and for football in Cymru.



ANALYSIS OF CONTEXT



IDENTIFICATION OF GUIDING PRINCIPLES, FUNDAMENTALS AND MISSION



ARTICULATION OF POLICIES AND AREAS OF ACTION



DEFINITION OF TOPICS, TARGETS AND KPIS



EXECUTION VIA AN ACTION PLAN



MEASUREMENT AND REPORTING

FROM STRATEGY TO ACTION

This strategy aims to enrich the delivery of Our Wales.

When embarking on our journey to develop a sustainability plan, we kept in mind the strategic pillars and goals contained in our vision and strategic plan for Welsh football. We aimed to clarify our intentions around sustainability and football, and weave our actions into a longer-term plan with significant outcomes.

With the Well-being of Future Generations at the core of our strategy, we will integrate the actions defined in this strategy into the six strategic pillars and action plan for Our Wales. We will be transparent in the delivery of our plans, and use Our Wales website <https://ein.cymru> to provide regular updates of our actions against each one of our goals.

We are working not only to support the delivery of Our Wales, but to change the culture and the way we think at all levels of the game. It is about equipping individuals with the capabilities to take meaningful action. We strive to improve how we contribute sustainably at both, global and local levels.

After a great learning process, we can now see the way forward with clarity. But we will continue to develop our thinking and understanding of the role that sustainability plays today, so we can become more agile, responsive and creative.

We will integrate sustainability into our education programme and strive to identify new partnerships to deliver greater social outcomes. We will deliver community projects, engage mentors and empower young people within the grassroots movement. We will explore sustainable and innovative investment models to generate new revenue streams.

We will continue to listen and evolve together.



TRACKING PROGRESS

The FAW monitors the state of football in Cymru to ensure the continuous success of the game, on and off the field. We will incorporate the actions from this strategy

into our implementation plan and track, and visualise the progress of our work on our strategy site: <https://ein.cymru>



For more information about Welsh football

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