



UEFA

HEALTHY AND SUSTAINABLE
CATERING GUIDELINES

FOR HOSPITALITY CATERERS
AND CONCESSIONAIRES



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WHAT ARE THE HEALTHY AND SUSTAINABLE CATERING GUIDELINES?

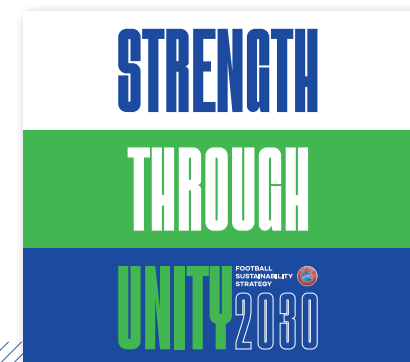


Extensive research has highlighted the impact of food choices, not only on our physical and mental health, but also on our environment. People are increasingly taking account of these findings in their dietary choices.

As the governing body for European football, UEFA acknowledges the impact of catering offers, practices and waste management solutions on both the environment and the spectators' well-being.

In line with its strategic advocacy on the role of football in promoting better health, inclusive practices, and reducing its environmental footprint, UEFA has developed these guidelines to assist in these areas and empower the caterers, the concessionaires and the event organisers.

The guidelines support the objectives laid out in UEFA's [Football Sustainability Strategy 2030 'Strength through Unity'](#) for the health and well-being and climate and advocacy policies.



WHO

ARE THESE GUIDELINES INTENDED FOR?



These UEFA guidelines are intended for use by event organisers such as national associations, leagues and clubs in defining catering requirements, and by hospitality caterers and concessionaires in implementing the recommendations in practice. They provide actionable recommendations to enhance operations and meet the growing demand for healthier, inclusive and sustainable catering provisions at sport venues.

While chapter 1 applies specifically to hospitality restaurants serving guests, the workforce and the media, chapter 2 focuses on concession stands within the venue.

AIMS:

STAY AHEAD

of the curve and proactively respond to the evolution of the industry's standards by offering healthy, inclusive and environmentally friendly options

RESPOND

to the growing consumer demand for healthier and sustainable catering options

PROVIDE

for the various dietary needs and preferences of people from diverse backgrounds and cultures

REDUCE

costs and waste by adopting sustainable practices

ENHANCE

reputation by incorporating health, inclusive and sustainable practices

CONTRIBUTE

to a better future by implementing sustainable solutions to the challenges in the health and well-being and environment sectors

HOW

TO SELECT THE RIGHT PARTNER?

When selecting a partner, UEFA applies a standard procedure comprising the following steps:



Publication

of a request for proposal or request for tender in which applicants propose their catering services.



Evaluation

of conceptual and financial proposals. Applicants must provide appropriate information on how they will comply with UEFA's health and other sustainability-related requirements specific to their industry and services.



Selection

of the successful applicants that will provide the services in accordance with the terms of the contract and the requirements specified in the ten principles of the United Nations Global Compact.



Execution

of the agreed concept and catering services, which includes the workforce, equipment and infrastructure, delivery and storage, set-up and dismantling.



Final

assessment

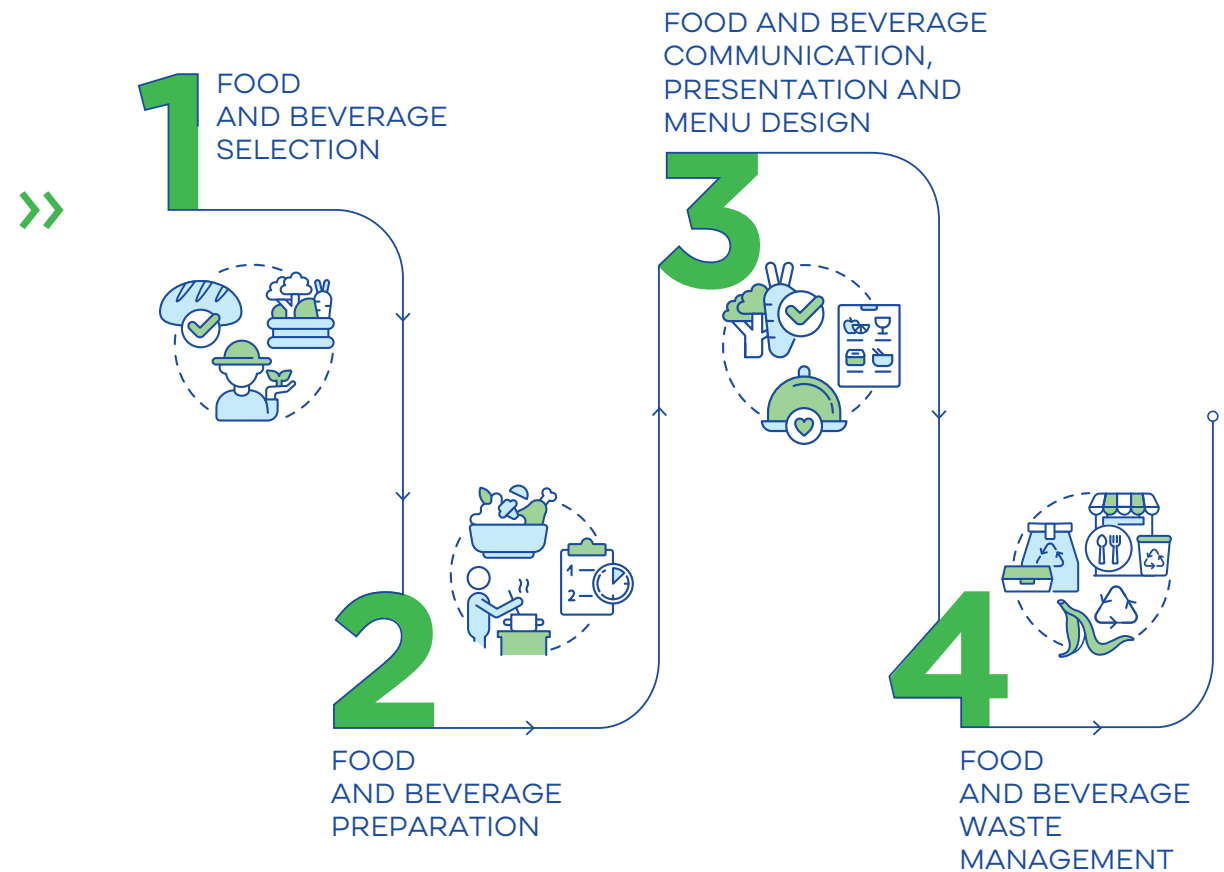
of performance based on the level of compliance with agreed obligations and the quality of communication with the service provider.

HOW

TO USE
THESE
GUIDELINES?

THE CATERING JOURNEY

These guidelines aim to follow the catering journey with four sections, each offering practical recommendations that cover various aspects of the catering journey, from food selection to waste management. Each section can be consulted independently, providing flexibility in application.



HOW

TO USE
THESE
GUIDELINES?

EACH SECTION IN THE CATERING JOURNEY COMPRISES:



RECOMMENDATION

The recommendation which suggests good or appropriate practices for catering companies or concessionaires.



EVIDENCE

The evidence that supports the recommendation.



BEST PRACTICE

The best practice example that is considered to be effective and is likely to ensure success if applied.



ADDITIONAL INFORMATION

Additional information, such as tables, links and recipes, to help apply the recommendation.

GENERAL REMARKS:

To ensure the success of these guidelines, it is necessary to emphasise the importance of goodwill, collaboration, practice-sharing, mutual support and good relationships between team members, managers and suppliers.

HOW

TO FOSTER ACCESSIBILITY?



To ensure everyone can enjoy the food and beverages served, it is key to consider aspects of accessibility in the presentation as well as in the areas set up for guests at the venue.

Event organisers, hospitality caterers and concessionaires must consider guests with disabilities when providing catering services. Refreshment facilities should be easily accessible to all fans.

This includes, for example, ensuring that the buffet is accessible to wheelchair users, that all options are accessible on a lower level serving surface and that there are not only standing tables in the hospitality area.



Providing a seamless and inclusive catering experience will allow disabled spectators to comfortably enjoy the event.

CHAPTER 1

HOSPITALITY CATERERS



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ROLE OF HOSPITALITY CATERERS



This section focuses on hospitality restaurants serving guests, the workforce and the media. It has been developed in collaboration with ALMA, the School of Italian Culinary Arts, to provide caterers with practical advice for making responsible and sustainable choices in food and beverage selection, preparation, communication and waste management.



Event catering and hospitality service providers have the opportunity to promote sustainable nutrition.

While creating a food and drink offer that meets the taste and dietary preferences of guests, catering practices can act as a catalyst to promote healthy and sustainable nutritional habits that extend beyond the event by incorporating sound health and sustainability parameters.

These guidelines have the potential to be applied to a variety of contexts and address diverse challenges in terms of catering, making them a valuable and versatile tool. By adopting these recommendations and best practices, hospitality caterers can not only overcome these challenges, but also exceed them, creating a healthier and more sustainable catering experience for all.



01. Local, varied and biodiverse
02. Certification: from organic to animal welfare
03. Protein sources and their environmental impact
04. Fruit and vegetables: opt for seasonality
05. Whole grains: a guide to choosing them
06. Potatoes: a smart choice
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09. Red meat: from nose to tail
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11. Poultry and eggs: look for organic
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13. Seaweed: more taste, less salt

Appendix

SECTION 1

FOOD AND BEVERAGE SELECTION

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR HOSPITALITY CATERERS



RECOMMENDATION

Design menus using locally available and certified ingredients, bearing in mind the link between health and the environment.



EVIDENCE

The double pyramid model¹ illustrates the close link between our eating habits and our environmental impact. Food transportation accounts for 19% of total greenhouse gas emissions². Therefore, by choosing local products, you can help reduce the environmental impact by a fifth³. Furthermore, the preparation of traditional specialties can connect people with the environment, enhancing social and cultural sustainability⁴.



BEST PRACTICE

Besides using eco-friendly suppliers, find local cooperatives, consortiums and food associations that safeguard and promote local production, such as those labelled protected designation of origin (PDO), protected geographical indication (PGI) and traditional specialty guaranteed (TSG). Refer to **Appendix 1** at the end of this section to see the PDO, PGI and TSG labels.



ADDITIONAL INFORMATION

Consult the EU database⁵ for a list of certified products of geographical indication in your country.

01.



**LOCAL, VARIED
AND
BIODIVERSE**

02.



**CERTIFICATION:
FROM
ORGANIC TO
ANIMAL WELFARE**

Choose animal, vegetal and plant-based products from local, organic farms that employ sustainable practices.

Farming practices that ensure animal welfare contribute to the production of better quality ingredients, help promote sustainability, and strengthen the relationships between producers and consumers.

There are many certification systems for sustainable practices, biodiversity and animal welfare. Familiarise yourself with what is available and, whenever possible, choose certified products.

See **Appendix 2** at the end of this section for some of the most popular certifications.

1. Ruini, L., et al. 2016

2. Li et al., 2022

3. Li et al., 2022

4. Barilla Foundation & Research Unit on Nutrition, Diabetes and Metabolism, University of Naples Federico II, 2021

5. Glview



RECOMMENDATION

Include a variety of protein sources in your menus and remember that animal products have a higher environmental impact.



EVIDENCE

By measuring an ingredient's carbon footprint⁶ and water footprint⁷ you can assess its environmental impact. The carbon footprint is a reflection of the total amount of greenhouse gases emitted during the production, processing and retailing of consumer goods, whereas the water footprint measures the amount of water needed to produce the goods and services. In comparison to animal-derived options, menus that are predominantly vegetable-based have a smaller carbon footprint and a smaller water footprint by about 2,000 litres per meal⁸.



BEST PRACTICE

An environmentally friendly meal must have a carbon footprint below 1kg of CO₂ equivalents and a water footprint below 1,000 litres. Side dishes generally have a low environmental impact, equal to around 100g of CO₂ equivalents⁹.



ADDITIONAL INFORMATION

[SU-EATABLE LIFE](#) provides the most comprehensive database for assessing an ingredient's carbon and water emission levels¹⁰.

03.



PROTEIN SOURCES AND THEIR ENVIRONMENTAL IMPACT

04.



FRUIT AND VEGETABLES: OPT FOR SEASONALITY

Compose 50% of the menu with local and seasonal fruits and vegetables; a serving of fruit should be at least 150g, whereas a serving of vegetables should be at least 200g.

Fruits and vegetables with lower greenhouse gas emissions are those grown naturally outdoors, without the use of artificial energy. In contrast, fruits and vegetables grown indoors or under cover, which are imported and purchased out of season, have higher greenhouse gas emissions as they require energy for heating, lighting, refrigeration, storage and transportation at various stages of the production process¹¹.

Not all fruits are alike. Locally produced fruits have up to 45% smaller environmental footprint than imported ones. Choose all ingredients on your menu wisely. Refer to **Appendix 3** at the end of this section to see the lifecycle assessment of apples, as an example of how purchasing local and seasonal fruits can help reduce overall greenhouse gas emissions.

Familiarise yourself with your region's seasonal fruits and vegetables by exploring **Appendix 4** which can be found at the end of this section.

6. [Global Footprint Network](#)

7. [Water Footprint Network](#)

8, 9, 10. [SU-EATABLE LIFE database](#)

11. [Macdiarmid, 2014](#)



RECOMMENDATION



EVIDENCE



BEST PRACTICE



ADDITIONAL INFORMATION

05.



WHOLE GRAINS: A GUIDE TO CHOOSING THEM

Ensure at least two out of three grain-based products offered on your menu are made from whole grains and, whenever possible, enriched with seeds and nuts. The suggested serving size is 80g of grains per person per meal, while for bread it is 50g (two slices).

Carbohydrate products, such as pasta, bread and grains, are the predominant dietary source of energy (calories). Choosing refined products can lead to a loss of up to 80% of essential nutrients, such as vitamins, minerals and dietary fibre^{12,13}.

Wholemeal bread, whole grain pasta, unrefined barley, buckwheat and quinoa, are great choices to include on your menu. You can choose good quality whole grain products by following some simple rules: prefer minimally processed products (which generally contain more fibre, vitamins and minerals and less sugar and saturated fat)¹⁴, make sure 'whole grain' appears first or second in the ingredient list on the product's label and that the word 'whole' is placed before any grain ingredient¹⁵.

Consult the WHO recommendations on carbohydrate intake for adults and children and their health benefits [here](#).

06.



POTATOES: A SMART CHOICE

Consider potatoes as a smart and sustainable source of carbohydrates, not just as a side dish. The suggested serving size is 200g.

Potato production emits ten times less greenhouse gases than rice, which is also relatively less rich in vitamins, minerals and fibre¹⁶. Choosing healthy cooking methods, like boiling instead of frying, can contribute to reduce carbon emissions and decrease saturated fats intake.

When carefully washed, potatoes can be eaten with their skins, but if peeling is necessary, don't waste the skins. The skins can be oven-baked to a crisp, seasoned to your liking (while making sure to limit the amount of added salt or high-sodium condiments¹⁷), eaten on their own or tossed in with other vegetables.

Have a look at the [WHO Healthy Diet Fact Sheet](#) to find out about healthy eating practices.

12. Garg et al., 2021

13. Truswell, 2002

14. WHO, 2023

15. Harvard School of Public Health

16. OURWORLDINDATA

17. WHO Healthy Diet Fact Sheet



RECOMMENDATION

Offer at least one pulse-based dish and always serve it alongside a grain or cereal. The suggested serving size is 50g of dry pulses or 150g if fresh or cooked.



EVIDENCE

Pulses, such as beans, lentils, chickpeas and peas, are rich in fibre, vitamins and minerals. Dishes combining pulses and cereals provide all essential amino acids. The production of pulses is particularly sustainable and emits, on average, 40 times less greenhouse gases than beef¹⁸.



BEST PRACTICE

Enrich pulse-based dishes with spices and fresh aromatic herbs as they improve absorption of the iron naturally present in pulses¹⁹. For example, *pasta e fagioli* (pasta with beans) is a traditional Italian recipe that combines grains and pulses in a healthy and smart way – topped with aromatic herbs, it is both delicious and nutritious.



ADDITIONAL INFORMATION

See the recipe for *pasta e fagioli* in the recipe book at the end of this document.

07.



PULSES:
PROTEIN FROM
PLANTS

08.



**OILY FISH AND
MOLLUSCS:**
SOURCE OF GOOD
FATS

Choose oily fish (mackerel, sardines or herring) and molluscs, such as mussels, while limiting the use of threatened species. The suggested serving size is 150g of fresh fish and 50g if canned. In the case of canned fish, make sure to use those canned in water instead of oil or brine as these can result in the dish inadvertently containing a higher fat or salt content.

Oily fish and molluscs have a low environmental footprint, so choosing them reduces pressure on fisheries and reliance on larger, less sustainable and endangered species²⁰. They are particularly good for health, as oily fish is a source of polyunsaturated fatty acids, which help to lower the risk of developing non-communicable diseases²¹.

When designing a menu, consult the red list of threatened species²² and choose ingredients certified as sustainable, such as by the Marine Stewardship Council (MSC) for farmed or fished, Friend of the Sea for sustainable fishing, or the Aquaculture Stewardship Council (ASC) for sustainable aquaculture.

For an understanding of sustainable species in terms of their carbon footprint, refer to **Appendix 5** at the end of this section. More information can be found in the [SU-EATABLE LIFE](#) database.

18. [SU-EATABLE LIFE database](#)

19. [Piskin et al., 2022](#)

20. [OURWORLDINDATA](#)

21. [WHO Healthy Diet Fact Sheet](#)

22. [IUCN](#)



RECOMMENDATION

Be more environmentally friendly and less wasteful when selecting red meat products.



EVIDENCE

Beef and lamb have high carbon and water footprints and are also high in saturated fat. According to the EAT-Lancet Commission²³, to be more environmentally friendly we should not eat more than 100g of red meat per week and, ideally, prefer pork over other red meats as it has the lowest carbon emission level.



BEST PRACTICE

Every part of the animal can be used to create delicious and nutritious meals. Lesser cuts, often overlooked, can be substituted for premium cuts in many recipes. Bones can be used in stocks and broths, and organ meats added to a menu with the aim of making it more sustainable.



ADDITIONAL INFORMATION

For the environmental impact of meat, refer to **Appendix 5** which can be found at the end of this section.

09.



RED MEAT:
FROM NOSE
TO TAIL

10.



**CURED AND
PROCESSED
MEATS:**
A LITTLE GOES
A LONG WAY

Reduce the presence of cured and processed meat on your menu. There is no 'ideal' intake of processed meats, which should be used in moderation, with serving sizes not exceeding 50g.

Processed meat is classified by the International Agency for Research on Cancer (IARC)²⁴ as a Group 1 carcinogen, meaning that it is carcinogenic in humans due to the high content of saturated fats, sodium and iron. Furthermore, since they have a high environmental impact, it is important to moderate consumption and limit serving size²⁵.

Avoid combining processed meat and cheese in appetizers, sandwiches and other preparations. When including both, like in cheese and charcuterie stations, halve the serving sizes. To reduce consumption, consider also serving them alongside fruit and vegetables, either raw or cooked.

For an understanding of processed meat's nutritional composition and environmental impact, refer to **Appendix 5** at the end of this section. More information can be found in the [SU-EATABLE LIFE](#) database.

²³. EAT-Lancet Commission

²⁴. IARC

²⁵. WHO, 2023



RECOMMENDATION

Choose poultry and eggs from local, organically certified free-range farms. The recommended serving size is 100g of white meat and one egg.



EVIDENCE

Red, white meat and eggs are an excellent source of high-quality protein and vitamin B12²⁶. However, compared with red meat, white meat and eggs contain less saturated fat overall and have a lower environmental impact²⁷.



BEST PRACTICE

White meats are generally low in sodium. Try not to add too much salt when cooking, but instead use spices and herbs to add flavour. Use the whole animal: from the noblest cuts, the bones for broth to the offal, as in the *whole rabbit terrine* recipe which can be found in the recipe book at the end of this document.



ADDITIONAL INFORMATION

For an understanding of poultry and eggs' nutritional composition and environmental impact, refer to **Appendix 5** at the end of this section. More data can be found in the [SU-EATABLE LIFE](#) database.

11.



POULTRY AND EGGS:
LOOK FOR ORGANIC

12.



CHEESE:
EXPLORE THE TERRITORY

Offer PDO-certified cheeses from the country hosting the event. Remember that the recommended serving size of fresh cheese should not exceed 100g, while for aged cheese it is 50g²⁸.

Fresh cheeses, such as mozzarella, cottage cheese and ricotta, have lower saturated fat and sodium content, and a smaller carbon footprint than aged cheeses^{29,30}. By choosing fresh and less processed food, we can easily limit our sodium intake to 5g per day, as recommended by WHO guidelines³¹.

Be creative with your cheese pairings, by providing a variety of environmentally friendly cheeses alongside fruits and marmalades.

For an understanding of the nutritional composition and environmental impact of various cheeses, refer to **Appendix 5** at the end of this section. More information can be found in the [SU-EATABLE LIFE](#) database.

26. BDA-IEO
27. SU-EATABLE LIFE database
28. Glview
29. BDA-IEO
30. SU-EATABLE LIFE database
31. WHO, 2023

13.



SEAWEED:
MORE TASTE,
LESS SALT



RECOMMENDATION

Enrich dishes with seaweed, as they help increase the protein and essential amino acid content.



EVIDENCE

Seaweed is naturally high in vitamins and minerals and fewer resources are used to produce it than for animal protein. As a rule of thumb, the protein content in brown algae is lower (4–24% of dry weight) and higher in red (8–47%) and green algae (9–33%), which is comparable to other plant sources, such as soybeans. Seaweed can also help you to reduce the use of salt as a condiment.



BEST PRACTICE

Seaweed can be used to flavour both fish and meat dishes on its own, for example in a salad or as a side dish. Furthermore, seaweed is the base of many traditional preparations that can be easily included in your menu. Recipe example: *gnocchi with parsley and seaweed*³².



ADDITIONAL INFORMATION

For an understanding of the protein content of seaweed, refer to **Appendix 6** at the end of this section.

³². [Gnocchi with parsley and seaweed](#)

APPENDIX 1

- » Protected designation of origin (PDO), protected geographical indication (PGI), traditional specialty guaranteed (TSG) labels.



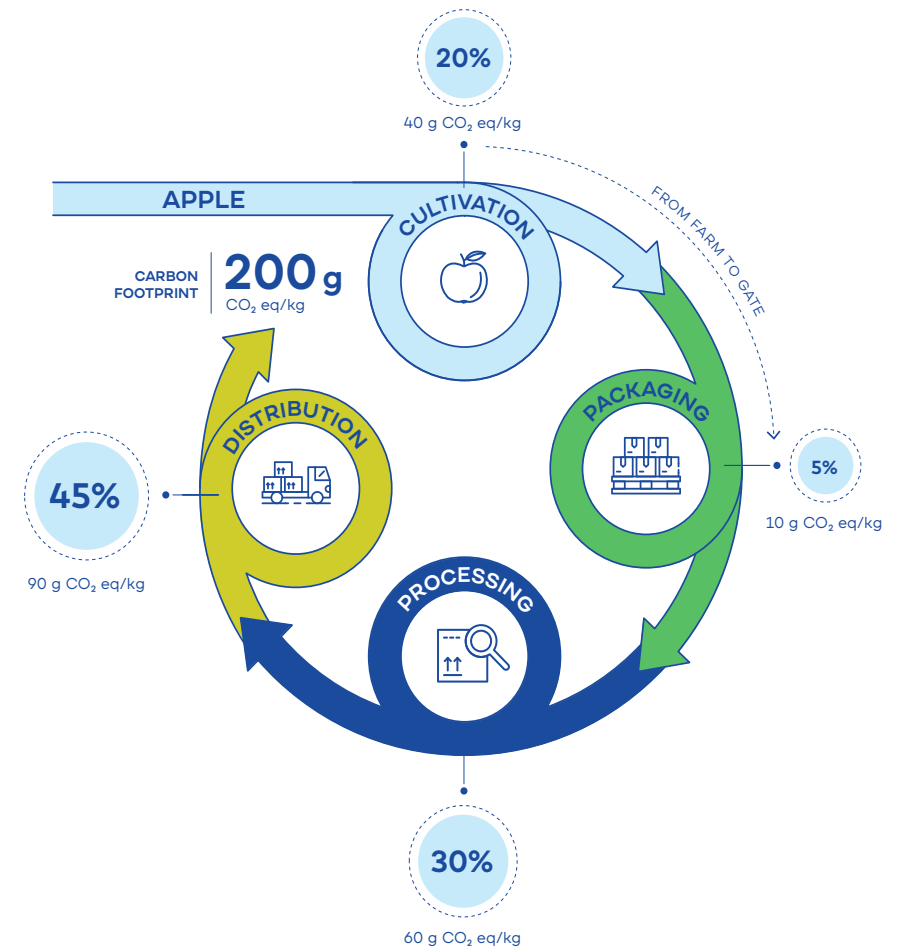
APPENDIX 2

- » List of most popular available food certifications

BIODIVERSITY CERTIFICATIONS	ANIMAL WELFARE CERTIFICATIONS	ETHICAL CERTIFICATIONS
Ancient Forest Friendly	Certified Animal Welfare	Fairtrade
Sustainable forest management	Certified Grassfed	Rainforest Alliance
Forestry Stewardship Council	Global animal partnership	UTZ certification
Regenerative Agriculture	Regenerative Organic Certified	11233 Integrated Production
Fibershed	Vegan/Certified Plant Based	

APPENDIX 3

- » The life cycle assessment of apples.



APPENDIX 4

» List of seasonal fruit and vegetables in Europe, by region. More data on [EUFIC](#).

CLIMATE REGION	WINTER	SPRING	SUMMER	AUTUMN
ATLANTIC  REGIONS LOCATED ALONG THE ATLANTIC COAST	FRUITS Apple, pear VEGETABLES Beetroot, Brussels sprout, cabbage, cauliflower, celeriac, celery, chicory, horseradish, Jerusalem artichoke, kale, kohlrabi, leek, lettuce, mushroom, pak choi, parsnip, potato, pumpkin, purple sprouting broccoli, potato, radicchio, rhubarb, shallot, sweet potato, truffle, turnip	FRUITS Bramley apple, grapefruit, nectarine, pomegranate VEGETABLES Asparagus, broccoli, Brussels sprout, cabbage, carrot, cauliflower, celeriac, Jerusalem artichoke, kale, lamb's lettuce, leek, lettuce, potato, pea, pak choi, parsnip, potato, pumpkin, purple sprouting broccoli, potato, radicchio, rhubarb, rucola, spinach, spring onion, sweet potato, watercress, white asparagus	FRUITS Bilberry, blueberry, blackberry, blackcurrant, cherry, crab apple, elderberry, gooseberry, greengage, loganberry, plum, raspberry, redcurrant, strawberry VEGETABLES Artichoke, asparagus, beetroot, broad bean, broccoli, cabbage, carrot, celery, chard, chilli, courgette, cucumber, fennel, garlic, haricot bean, kohlrabi, leek, lettuce, marrow, mushroom, new potato, onion, pak choi, potato, radicchio, rhubarb, rucola, spinach, spring onion, sweetcorn, tomato, turnip, watercress	FRUITS Apple, bilberry, blueberry, cranberry, elderberry, gooseberry, pear, plum, pomegranate, quince, raspberry, redcurrant VEGETABLES Artichoke, beetroot, butternut squash, broccoli, cabbage, carrot, cavolo nero, cauliflower, celeriac, celery, chard, chilli, courgette, fennel, garlic, horseradish, haricot bean, kohlrabi, leek, lettuce, marrow, mushroom, onion, pak choi, parsnip, potato, pumpkin, radicchio, radish, rucola, shallot, spinach, sweetcorn, truffle, turnip, watercress
BOREAL  REGIONS OF THE NORTHERN HEMISPHERE LYING JUST SOUTH OF THE ARCTIC CIRCLE	FRUITS - VEGETABLES Cabbage, carrot, celeriac, Jerusalem artichoke, Rutabaga, Turnip	FRUITS - VEGETABLES Cabbage, courgette, garlic, leek, morel, mushroom, radish, rhubarb	FRUITS Blackcurrant, blueberry, cherry, gooseberry, raspberry, redcurrant, strawberry VEGETABLES Boletus mushroom, carrot, cauliflower, chanterelle mushroom, courgette, cucumber, lettuce, new potato, onion, pea, tomato	FRUITS Apple, blueberry, cloudberry, cranberry, lingonberry, pear, plum VEGETABLES Beetroot, black bean, cabbage, carrot, cauliflower, chanterelle mushroom, fennel, leek, marrow, mushroom, potato, pumpkin, rutabaga, salsify, spinach, sweet corn, tomato, turnip
CONTINENTAL  CENTRAL AND EASTERN EUROPE	FRUITS Apple, pear VEGETABLES Beetroot, black radish, Brussels sprout, carrot, celeriac, chicory, Chinese cabbage, kale, lamb's lettuce, mushroom, parsley root, parsnip, potato, red cabbage, rutabaga, savoy cabbage, white cabbage	FRUITS Apple, strawberry VEGETABLES Asparagus, beetroot, cauliflower, celeriac, celery, kohlrabi, lettuce, mushroom, potato, radish, red cabbage, rhubarb, rucola, spinach, spring onion, white cabbage	FRUITS Apricot, blackberry, blackcurrant, cherry, gooseberry, pear, plum, raspberry, strawberry VEGETABLES Bell pepper, broad bean, broccoli, cauliflower, carrot, celery, Chinese cabbage, courgette, cucumber, fennel, green bean, kohlrabi, lettuce, mangold, mushroom, onion, pak choi, pea, potato, radish, red cabbage, rhubarb, rucola, runner bean, savoy cabbage, spring onion, sweetcorn, tomato, turnip, white cabbage	FRUITS Apple, blueberry, blackberry, elderberry, grape, pear, plum, quince, watermelon VEGETABLES Beetroot, bell pepper, broccoli, black radish, Brussels sprout, carrot, cauliflower, celeriac, celery, chicory, Chinese cabbage, courgette, cucumber, fennel, green bean, kale, kohlrabi, lamb's lettuce, lettuce, mangold, mushroom, onion, pak choi, parsnip, potato, pumpkin, radish, red cabbage, rucola, runner bean, rutabaga, savoy cabbage, spinach, sweet corn, turnip, white cabbage
MEDITERRANEAN  REGIONS BORDERING THE MEDITERRANEAN SEA	FRUITS Apple, blackberry, kiwi, lemon, orange, persimmon, pineapple, pomegranate, tangerine VEGETABLES Beetroot, broccoli, Brussels sprout, carrot, cauliflower, celery, chard, chicory, Chinese cabbage, cress, endive, fennel, kale, leek, lettuce, onion, potato, pumpkin, radish, spinach, turnip	FRUITS Apple, apricot, blueberry, blackberry, cherry, kiwi, lemon, medlar, orange, pear, strawberry VEGETABLES Artichoke, asparagus, beetroot, broad bean, broccoli, Brussels sprout, carrot, cauliflower, celery, chard, courgette, cress, cucumber, endive, fennel, kale, lettuce, onion, pea, pumpkin, radish, spinach, turnip	FRUITS Apple, apricot, blueberry, blackberry, cherry, fig, grape, lemon, melon, peach, pear, plum, raspberry, watermelon VEGETABLES Aubergine, beetroot, bell pepper, carrot, celery, chard, chayote, Chinese cabbage, courgette, cucumber, green bean, lettuce, onion, radish, sweetcorn, tomato	FRUITS Apple, blackberry, fig, grape, lemon, orange, pear, persimmon, plum, pomegranate, raspberry, tangerine VEGETABLES Broccoli, Brussels sprout, carrot, cavolo nero, cauliflower, celery, chard, chayote, Chinese cabbage, courgette, cress, endive, fennel, green bean, kale, leek, lettuce, onion, potato, pumpkin, radish, spinach, sweetcorn, turnip

APPENDIX 5

» List of food protein sources, according to their carbon footprint (CO₂eq per kg of food) and nutritional composition (100g), Sources: [SU-EATABLE LIFE database](#); [BDA-IEO](#); [Vergé et al., 2013](#).

FOOD TYPE	FOOD	CARBON FOOTPRINT CO ₂ EQ/KG	ENERGY (KCAL)	PROTEIN (G)	LIPID (G)	SATURATED FATS (G)	CARBOHYDRATES (G)	FIBER (G)	SODIUM (MG)
Dairy	Cottage cheese	1.70	115	9.7	7.1	4.2	3.2	0	190
	Ricotta	3.40	146	8.8	10.9	6.8	3.5	0	78
	Camembert	7.55	297	20.9	23.7	14.9	0	0	650
	Mozzarella	8.20	253	18.7	19.5	11.4	0.7	0	200
	Parmigiano Reggiano	12.54	387	33.5	28.1	18.5	0	0	556
	Grana Padano	15.34	406	33.9	28.5	17.5	3.7	0	1169
	Pecorino	17.15	392	25.8	32	17.3	0.2	0	1800
Proteins	Mussels	0.46	84	11.7	2.7	0.5	3.4	0	290
	Anchovy	0.82	96	16.8	2.6	1.3	1.5	0	104
	Sardine	0.90	133	25.1	3.6	0.8	0	0	66
	Mackerel	0.99	170	17	11.1	2.6	0.5	0	130
	Almond	1.88	628	22	55.3	4.6	4.6	12.7	14
	Walnut	2.06	702	14.3	68.1	5.6	5.1	6.2	2
	Cod	3.08	71	17	0.3	0.1	0	0	25
	Eggs	3.20	128	12.4	8.7	3.2	0	0	137
	Salmon	3.37	185	18.4	12	2.3	1	0	98
	Sea-bass	3.60	159	19.7	8.4	1.9	1.2	0	97
	Tuna	3.68	159	21.5	8.1	3.3	0.1	0	43
	Chicken	3.68	171	19	10.6	3.2	0	0	62
	Eel	3.88	237	14.6	19.6	5.2	0.7	0	89
	Turkey	4.08	135	18.2	6.9	2.2	0	0	88
	Trout	4.20	86	14.7	3	0.7	0	0	40
	Pork	5.72	141	19.9	6.8	2.1	0	0	76
	Bacon	5.99	131	29	1.7	8	0	0	1260
	Pork sausages	5.99	304	15.4	26.7	9.4	0.6	0	1100
	Ham	7.95	215	19.8	14.7	5.1	0.9	0	648
	Lamb	25.23	159	20	8.8	7.3	0	0	350
	Beef	25.75	160	19.1	9.3	2.3	0	0	51
Pulses	Pea	0.45	87	7	0.2	0.1	12.4	5.2	101
	Chickpea	0.52	73	4.3	1.4	0.2	7.2	8.1	6
	Soybean	0.56	422	36.9	18.1	2.5	23.3	11.9	4

APPENDIX 6

» The dry-weight protein content of selected edible seaweeds. [Thiviya et al., 2022](#).

SEAWEED SPECIES	PROTEIN (% OF DRY MASS)
<i>P. palmata</i> (dulse)	8-35
<i>S. japonica</i> (kombu)	12
<i>Porphyra</i> spp. (laver/nori)	33-50
<i>Gracilaria salicornia</i>	9.58
<i>U. lactuca</i> (sea lettuce)	8.7-32.7



- 14. The Healthy Eating Plate
- 15. Portion control
- 16. Make it circular
- 17. Make it green
- 18. Salt, sugar and seasonings
- 19. Cooking fat: oil or butter
- 20. Sauces and condiments
- 21. Cooking techniques

Appendix

SECTION

2

FOOD AND BEVERAGE
PREPARATION

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR HOSPITALITY CATERERS



RECOMMENDATION

The Healthy Eating Plate³³ comprises 25% carbohydrates, 25% proteins and 50% of fruits and vegetables.



EVIDENCE

A healthy diet helps prevent malnutrition as well as several non-communicable diseases. Adding sustainability criteria can also help reduce the environmental impact of eating habits³⁴. By varying the ingredients and their quantities, we can all easily reduce the impact of our meals without having to give up on flavour.



BEST PRACTICE

Choosing to eat lentil soup rather than lasagna reduces emissions 22-fold, from 5kg of CO₂ to 0.23kg of CO₂ per portion³⁵. At the same time, it reduces the amount of saturated fats.



ADDITIONAL INFORMATION

Refer to your national dietary guidelines for context-specific guidance on healthy eating and lifestyles [here](#).

14.



THE HEALTHY EATING PLATE

15.



PORTION CONTROL

Offer diverse and nutritionally balanced menus containing at least 150g of fruits, 200g of vegetables and 80g of whole grains, and prefer protein sources with a smaller carbon footprint.

Portion control not only promotes sustainability by reducing food waste through smaller servings, but also limits overconsumption. The WHO recommends "limiting portion and package size to reduce energy intake and thus the risk of overweight or obesity"³⁶.

Besides monitoring portions, control and record your meal's carbon and water footprint using dedicated software, as this may help you to adapt the recipes to make them healthier and more sustainable.

Based on a total of 1.2kg of food offer counted per person for the duration of the match (i.e. the food offer before, during and after the match) as fixed by UEFA, structure your menus using **Appendix 7**, which can be found at the end of this section, as a reference.

33. [Healthy Eating Plate](#)

34. [Barilla Foundation & Research Unit on Nutrition, Diabetes and Metabolism, University of Naples Federico II, 2021](#)

35. [SU-EATABLE LIFE database](#)

36. [WHO, 2017](#)



RECOMMENDATION

Select a variety of in-season produce for your menu, and apply a 'circular' approach to food preparation, using all viable parts of the product, so as to reduce or eliminate food waste.



EVIDENCE

Circular menus are both more sustainable and more profitable: a reduction in food waste is correlated to a reduction in food cost.



BEST PRACTICE

Try re-using any leftover sauce from a meat or fish dish as a condiment for grain-based dishes. This helps lower the waste of ingredients with a high footprint by giving them a second life.



ADDITIONAL INFORMATION

A great example of this is *polpo alla Luciana*, in two courses, which can be found in the recipe book at the end of this document.

16.



MAKE IT
CIRCULAR

17.



MAKE IT
GREEN

Replace meat with vegetable substitutes, whenever possible.

When you replace meat with vegetables, you are creating a healthier dish that also has a lower carbon and water footprint.

Try utilising mushrooms instead of meat to achieve similar results. Starters and typical 'football dishes' are the perfect candidates for substitution: burgers, kebabs, tacos and sausages can all be made with up to 50% mushrooms.

Adapting recipes is simple and effective. Improving the sustainability of a traditional *ragu alla Bolognese* only requires changing a few of the ingredients. **Appendix 8** which can be found at the end of this section, compares the ingredients used for a traditional *ragu alla Bolognese* with a more sustainable version.



RECOMMENDATION



EVIDENCE



BEST PRACTICE



ADDITIONAL INFORMATION

18.



SALT, SUGAR AND SEASONINGS

Limit the use of salt and sugar in your dishes. When possible, substitute salt with spices, aromatic herbs and low-sodium seasonings. Try honey as an alternative to sugar, and use more dried fruits and nuts to give flavour and sweetness to a dish.

Hyperglycaemia (correlated to excessive sugar consumption) and hypertension (correlated to excessive salt consumption) are the two main dietary risk factors for premature death globally³⁷. By limiting the use of salt and sugar in preparations and the sale of sugar-sweetened beverages, you can drive consumer behaviour to healthier choices³⁸.

Make spice-based seasonings readily available, and offer extra salt and sugar and condiments only upon request. Furthermore, reduce the amount of sugar used in all recipes and preparations, omitting it altogether whenever possible, and use fresh seasonal fruits as the main ingredient in desserts and other sweet preparations.

Refer to the [WHO global sodium benchmarks for different food categories](#) and to the [WHO fact sheet](#) on healthy diet for more advice on daily intake.

19.



COOKING FAT: OIL OR BUTTER

Choose vegetable oils over butter and other animal fats, as they are lower in saturated fats and have a lower environmental impact^{39 40}.

Extra virgin olive oil is rich in antioxidants, has a healthier fat profile, being higher in unsaturated fats and lower in saturated fats than butter. When unavailable, consider trying rapeseed or sunflower oil, which are lower in saturated fats than extra virgin olive oil and five to eight times more sustainable than butter⁴¹.

Substitute butter with extra virgin olive oil in vegetable risotto dishes, to reduce the recipe's carbon footprint and saturated fat content. This choice will also make the recipe lactose-free and vegan.

See the ingredients used for a traditional *mushroom risotto* compared with a more sustainable version in **Appendix 9** at the end of this section.

37. IHME

38. WHO Healthy diet fact sheet

39. BDA-IEO

40. SU-EATABLE LIFE database

41. SU-EATABLE LIFE database



RECOMMENDATION

Favour environmentally friendly sauces and condiments with lower fat, sugar and salt content.



EVIDENCE

By making your own ketchup instead of using an industrial brand, you are lowering the food preparation's footprint. No plastic bottle is produced or disposed of, and you are reducing food waste (bottled ketchup can have a food waste ratio as high as 28%)⁴². When making your own condiments, ensure that the contents of critical nutrients, such as fat, salt and sugar, are kept to a minimum.



BEST PRACTICE

As an alternative to conventional mayonnaise, choose a vegetable-based substitute. Sweet and sour options are available, such as vinegar-based sauces naturally low in fat, or delicate, yogurt-based sauces, like tzatziki.



ADDITIONAL INFORMATION

Salsa verde is a versatile and flavoursome dip great for sandwiches and meats of all kinds while vegan mayonnaise is quick and easy to prepare! See recipes for *salsa verde* and *vegan mayonnaise* in the recipe book at the end of this document.

20.



SAUCES AND CONDIMENTS

21.



COOKING TECHNIQUES

Employ cooking techniques that offer the right compromise between flavour, sustainability and nutrition. Be mindful of allergies and dietary restrictions to avoid cross-contamination.

Frying relies on the use of large amounts of fats that oxidise when exposed to high temperatures, producing harmful substances like acrylamide. Consider air frying as it uses 90% less oil and produces no waste⁴³. Furthermore, while over 50% of water-soluble vitamins are lost during boiling/blanching and remain in the water, steaming helps to retain essential nutrients and requires less water than blanching⁴⁴.

Favour air frying with cycles such as: 180°C for 20 minutes, 190°C for 18 minutes, and 210°C for 17 minutes, and when possible, prefer steaming over blanching. When roasting and frying potatoes, steam, blanch or microwave them before cooking as this results in lower levels of acrylamide in the finished product⁴⁵. Implement rigorous food preparation procedures to prevent cross-contamination, ensuring the safety and well-being of individuals with allergies and those with specific cultural dietary requirements.

Have a look at the recipes for *sweet potato fries* and *twice-cooked low acrylamide fried potatoes* in the recipe book at the end of this document.

⁴². [Wohner et al., 2020](#)

⁴³. [Shaker, 2015](#)

⁴⁴. [Lee et al., 2018](#)

⁴⁵. [Palazoğlu et al., 2010](#)

APPENDIX 8

>> Traditional ragu alla bolognese vs sustainable ragu alla bolognese
Source: [Nutritics](#).

TRADITIONAL RAGU ALLA BOLOGNESE			SUSTAINABLE RAGU ALLA BOLOGNESE		
Beef mince, 20% fat	g	600	Beef mince, 20% fat	g	300
Pancetta	g	300	Mushrooms	g	300
Extra-virgin olive oil	g	60	Pancetta	g	150
Butter	g	50	Rosemary	g	5
Carrot	g	100	Thyme	g	5
Celery	g	100	Sage	g	5
White onion	g	100	Extra-virgin olive oil	g	60
Tomatoes, passata	g	600	Carrot	g	100
White wine, dry	g	125	Celery	g	100
Milk	g	125	White onion	g	100
Cream	g	125	Tomatoes, passata	g	600
			Wine white, dry	g	125
			Milk	g	250



APPENDIX 7

>> Portion control – How to structure your menu to adhere to the 1.2kg of food per person for pre-match, at half-time and post-match, excluding bread, as fixed by UEFA.

FOOD TYPE	RANGE	APPROXIMATE WEIGHT	EXAMPLES
Meat, fish & eggs Vegetable protein	15-20%	200g	150g in the main dish and the remainder in starters, salads, canapés or charcuterie boards
Dairy	15-20%	200g	Enough for making desserts and a small cheese platter, accompanied by fruit and vegetables
Dry pulses	2-6%	50g	Perfect in salads, canapés and side dishes
Whole grains	10-16%	150g	Ideal in salads and starters
Fruit	14-20%	200g	Use seasonal fruits to create mouth-watering desserts
Vegetables	30-40%	400g	Showcase them throughout the menu, from beginning to end

APPENDIX 9

>> Mushroom risotto | Source: [Nutritics](#).

TRADITIONAL MUSHROOM RISOTTO			SUSTAINABLE MUSHROOM RISOTTO		
Arborio rice	g	80	Arborio rice	g	80
Porcini mushroom	g	30	Porcini mushroom	g	30
Shallot	g	10	Shallot	g	10
White wine	g	50	White wine	g	50
Butter	g	30	Extra virgin olive oil	g	20
Parmigiano Reggiano	g	40	Rosemary, fresh	g	0.7
			Thyme, fresh	g	0.5





- 22. Communicate sustainability
- 23. Drive consumers to green dishes
- 24. Fruit and vegetables first
- 25. Alcoholic beverages
- 26. Culturally diverse and inclusive food options
- 27. Allergies and intolerances

Appendix

SECTION

5

FOOD AND BEVERAGE
COMMUNICATION,
PRESENTATION AND
MENU DESIGN

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR HOSPITALITY CATERERS



RECOMMENDATION

Highlight healthy and sustainable dishes by using evocative logos such as a leaf, sun or a heart symbol.



EVIDENCE

Alongside flavour, a menu's environmental impact has become another critical factor in the customers' selection process.



BEST PRACTICE

When designing menus, feature each item's characteristics. Sustainable dishes that rely on seasonality, locality and tradition have lower carbon footprints and improved water use. To avoid extra waste, create a QR code to access your menu online.



ADDITIONAL INFORMATION

See **Appendix 10** at the end of this section for an example of communicating sustainability. More examples can be found in the [SU-EATABLE LIFE Cookbook](#)⁴⁶.

22.



**COMMUNICATE
SUSTAINABILITY**

23.



**DRIVE
CONSUMERS
TO GREEN
DISHES**

Promote vegetable-based and sustainable dishes by highlighting their positive attributes.

Scientific evidence shows that increasing the availability of vegetarian dishes promotes their sales by between 41% and 79%, favouring sustainability. Evidence from studies in school settings demonstrates that nudging can help support the selection and consumption of healthier food and beverage options in children⁴⁷.

Use adjectives like 'fresh', 'seasonal' and 'aromatic' instead of categorising dishes as 'vegan' or 'vegetarian'. In addition, try to emphasise cooking techniques to make dishes more enticing.

Refer to the [WHO action guide for sports event organisers on healthier food and healthier food environments at sports events](#).

⁴⁶. SU-EATABLE LIFE Cookbook

⁴⁷. Garnett et al., 2019



RECOMMENDATION

Organise buffets and menus by prioritising healthy foods, like fruit and vegetables. Place salads and vegetable side dishes before meats and foods higher in fats, sugars or salt.



EVIDENCE

Consider the relationship between plate and portion size, favouring larger plates for serving healthier foods and providing smaller plates at buffets. Using larger plates to serve fruit and vegetables and smaller plates to serve animal-based dishes can encourage people to choose healthy, more sustainable foods^{48 49}.



BEST PRACTICE

When possible, increase green spaces, even indoors, by displaying plants and aromatic herbs. This will increase meal enjoyment, have positive effects on the mood and offer a friendlier environment.



ADDITIONAL INFORMATION

See examples of changes to the physical environment [here](#).

24.



**FRUIT AND
VEGETABLES
FIRST**

25.



**ALCOHOLIC
BEVERAGES**

Expand beverage selection by including low- and zero-alcohol options.

Drinking is a social and cultural practice connected to leisure, festive and commemorative time. However, alcoholic beverage consumption is associated with several health risks; so, drinking is always recommended in moderation during meals and never on an empty stomach⁵⁰.

Promote non-alcoholic pairings for each menu item, allowing customers to select healthier options like mocktails, fruit juices and flavoured waters or infusions. Limit the consumption of drinks containing high amounts of sugars and always make fresh tap water available at every table.

Refer to **Appendix 11** at the end of this section for the calorie, sugar and alcohol content of different beverages.

⁴⁸. Almiron-roig et al., 2020

⁴⁹. Kral et al., 2010

⁵⁰. NIAAA



RECOMMENDATION

Design menus inclusive of all belief systems and cultures.



EVIDENCE

Menus capable of accommodating cultural requirements will provide all participants with a sense of inclusiveness. Nearly 40% of the world's population does not eat pork due to various belief systems, while 75 million people are vegetarian – a number that is expected to increase⁵¹. Larger numbers of millennials have become vegetarians for ethical reasons, while Gen Zs demonstrate a positive attitude towards sustainable consumption⁵².



BEST PRACTICE

Favour oily fish and white meats, sustainable options for which there are no cultural biases, and always try to include vegan and vegetarian options.



ADDITIONAL INFORMATION

Explore the different diets around the world [here](#).

26.



**CULTURALLY
DIVERSE AND
INCLUSIVE FOOD
OPTIONS**

27.



**ALLERGIES
AND
INTOLERANCES**

Be mindful of known allergens and intolerances in order to be more inclusive and respond to diverse dietary needs.

Gluten intolerance in Europe is growing constantly, with roughly 1% of the population affected, along with an increasing gluten-sensitivity⁵³. Lactose intolerance is more common in populations around the Mediterranean basin (roughly 50% of the population) when compared to northern Europe (roughly 20 to 30% of the population)⁵⁴.

Try to create menus that are as adaptable as possible. For example, choose gluten-free cereals like rice, corn, buckwheat and oats; animal-based menus that can be made lactose free; and vegetable-based menus that are free of gluten.

See **Appendix 12** at the end of this section for the European Union list of the 14 ingredients most likely to cause allergic reactions. Find out more via this [link](#).

51. De Boer et al., 2017

52. Ipsos MORI Global Advisor Survey

53. Mustalahti et al., 2010

54. Storhaug et al., 2017

APPENDIX 10

» Example of sustainable communication.

**PACCHERI PASTA WITH
JULIENNED COURGETTES, MINT
AND SHEEP'S MILK CHEESE**

Environmental sustainability level: good



Per serving:
479 grams CO₂ equivalence - carbon footprint
392 litres - water footprint
417 Kcal

Recipe created by the **Human Nutrition Unit - Dept. of Food and Drug,**
University of Parma based on an idea from **Dr and chef Giuseppe Di Pede**



SU-EATABLE-LIFE



APPENDIX 11

» Calorie, sugar and alcohol content of alcoholic and non-alcoholic beverages.

BEVERAGES	CALORIES (KCAL/100ML)	SUGARS (G/100ML)	ALCOHOL (G/100ML)
Water	0	0	0
Beer w/o alcohol	9	1	0.3
Sodas	22	5.8	0
Beer	27	0	3.7
Tonic water	33	8.8	0
Cider	42	4.3	3.7
Sparkling wine	65	0.7	8.8
White wine	71	0.1	10.1
Red wine	76	0.2	10.7
Vodka	222	0	31.7
Rum	222	0	31.7
Grappa	235	0	33.6
Whiskey	238	0	34
Gin	240	0.1	34.2

APPENDIX 12

» [European Union](#) list of the 14 ingredients most likely to cause allergic reactions

14 INGREDIENTS MOST LIKELY TO CAUSE ALLERGIC REACTIONS

	CEREALS CONTAINING GLUTEN, NAMELY: WHEAT (SUCH AS SPELT AND KHORASAN WHEAT), RYE, BARLEY, OATS OR THEIR HYBRIDISED STRAINS, AND PRODUCTS THEREOF, EXCEPT: - wheat based glucose syrups including dextrose; - wheat based maltodextrins; - glucose syrups based on barley; - cereals used for making alcoholic distillates including ethyl alcohol of agricultural origin.		NUTS, NAMELY: almonds (<i>Amygdalus communis</i> L.), hazelnuts (<i>Corylus avellana</i>), walnuts (<i>Juglans regia</i>), cashews (<i>Anacardium occidentale</i>), pecan nuts (<i>Carya illinoensis</i> (Wangenh.) K. Koch), Brazil nuts (<i>Bertholletia excelsa</i>), pistachio nuts (<i>Pistacia vera</i>), macadamia or Queensland nuts (<i>Macadamia ternifolia</i>), and products thereof, except for nuts used for making alcoholic distillates including ethyl alcohol of agricultural origin.
	CRUSTACEANS AND PRODUCTS THEREOF		CELERY AND PRODUCTS THEREOF
	EGGS AND PRODUCTS THEREOF		MUSTARD AND PRODUCTS THEREOF
	FISH AND PRODUCTS THEREOF, EXCEPT: - fish gelatine used as carrier for vitamin or carotenoid preparations; - fish gelatine or Isinglass used as fining agent in beer and wine.		SESAME SEEDS AND PRODUCTS THEREOF
	PEANUTS AND PRODUCTS THEREOF		LUPIN AND PRODUCTS THEREOF
	SOYBEANS AND PRODUCTS THEREOF, EXCEPT: - fully refined soybean oil and fat; - natural mixed tocopherols (E306), natural D-alpha tocopherol, natural D-alpha tocopherol acetate, and natural D-alpha tocopherol succinate from soybean sources; - vegetable oils derived phytosterols and phytosterol esters from soybean sources; - plant stanol ester produced from vegetable oil sterols from soybean sources.		SULPHUR DIOXIDE AND SULPHITES at concentrations of more than 10 mg/kg or 10 mg/litre in terms of the total SO₂ which are to be calculated for products as proposed ready for consumption or as reconstituted according to the instructions of the manufacturers.
	MILK AND PRODUCTS THEREOF (INCLUDING LACTOSE), EXCEPT: - whey used for making alcoholic distillates including ethyl alcohol of agricultural origin; - lactitol.		MOLLUSCS AND PRODUCTS THEREOF



- 28. Storage and handling
- 29. Use reusable containers
- 30. Donate
- 31. Reuse and recycle
- 32. Keep it circular
- 33. Compostable vs biodegradable
- 34. Keep an eye on plastic

Appendix

SECTION

FOOD AND BEVERAGE WASTE MANAGEMENT

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR HOSPITALITY CATERERS



RECOMMENDATION

Ensure all produce is stored properly, refrigerated, and rotated for timely utilisation and minimal handling. Prepare only what is needed and prevent food waste due to deterioration.



EVIDENCE

Figures show that an estimated 14% of global food production is lost between harvest and retail, while around 16% is wasted in households and food service⁵⁵. By storing and handling items correctly, you can do your part to combat global food waste.



BEST PRACTICE

During preparation, leave delicate and fresh items last, working first on ingredients that are more time consuming and require less temperature control (i.e. roots, some sturdy vegetables like courgettes, peppers, aubergines, pumpkins, sauces prepared with pasteurised, fermented or shelf-stable ingredients, stocks).



ADDITIONAL INFORMATION

Refer to the [UEFA Circular Economy Guidelines](#) for best practices in tackling food waste.

28.



STORAGE AND HANDLING

29.



USE REUSABLE CONTAINERS

Minimise reliance on single-use products with long life cycles, such as cling film and aluminium foil, and opt instead for sealable food-grade containers.

Although aluminium foil has a heavy manufacturing footprint, its carbon footprint during the recycling process is small⁵⁶. If a single-use product is necessary, opt for recycled aluminium foil.

Preserve delicate items in sealable food-grade containers: reseal plastic packaging to prevent staling (for foods such as pasta, rice, pulses and grains). Furthermore, wash and reuse all food-grade packaging and, if using aluminium foil, select recycled products⁵⁷.

Assess your compliance with the [UEFA Circular Economy Guidelines](#).

⁵⁵. UN

⁵⁶. [Climate action](#)

⁵⁷. [Climate action](#)



RECOMMENDATION

Prepare food in batches, serving only what is necessary, and optimise buffet displays so that unserved portions can be donated.



EVIDENCE

By observing health and safety rules for storage temperatures, conserving in food-grade containers and preventing cross contamination, you can ensure that all food items are safe to be eaten even if donated after the event.



BEST PRACTICE

Unserved food, sometimes not suitable to be served at the next game, can be donated to food banks. This can help tackle food waste and inequality.



ADDITIONAL INFORMATION

Search for local food banks in your country to collaborate with, a number of European country resources can be found [here](#).

30.



DONATE

31.



REUSE AND RECYCLE

Pay particular attention to separating compostable items from undifferentiated waste when sorting and recycling. Minimise the misallocation of all waste items, particularly plastic, with general waste.

Recycling reduces costs and waste production. Glass and aluminium are 100% recyclable and can be recycled endlessly without any loss in purity or quality.

Ask yourself: Is it really waste? When possible and within local health and safety guidelines, reuse all food-grade packaging in everyday operations. Choose suppliers that can provide items with minimal or sustainable packaging.

The EU Ecolabel⁵⁸ offers many ideas for reusing and recycling packaging. See the label below.



58. EU Ecolabel



RECOMMENDATION

Separate food waste from other waste and dispose of it in separate bins/containers.



EVIDENCE

Greenhouse gases from composting can be as low as 2.2% of that from the same food dumped into landfill⁵⁹.



BEST PRACTICE

Avoid sending food to landfills or incinerators at all costs; food waste can be recycled/recovered in composting facilities and transformed into a valuable, renewable resource. Set up workstations with small, colour-coded prep bins and ensure easy access and visibility of all recycling and composting bins. Train staff accordingly.



ADDITIONAL INFORMATION

Refer to the [UEFA Circular Economy Guidelines](#) for more information on the circular economy concept.

32.



KEEP IT
CIRCULAR

33.



COMPOSTABLE
VS
BIODEGRADABLE

Differentiate between compostable and biodegradable items. Choose the best solution for your local waste management system and dispose of them accordingly.

Compostable and biodegradable items break down differently: compostable items can be turned into compost and reused, while biodegradable solutions are reintroduced into the natural system as salts and other organic compounds and require a longer time to fully decompose⁶⁰.

Ensure the separation and disposal of compostable and biodegradable items by using a colour-coded system.

Find out more about the challenges and opportunities of biodegradable and compostable plastics [here](#).

⁵⁹ Eriksson et al., 2015

⁶⁰ EEA



RECOMMENDATION

Limit reliance on plastic and, when necessary, ensure it is accurately separated from compostable and general waste and properly disposed of.



EVIDENCE

Plastic pollution is currently one of the greatest environmental challenges; a single-use plastic bottle takes more than 450 years to decompose and, if it reaches the sea, sunlight turns it into microplastic particles less than half a millimetre in diameter⁶¹.



BEST PRACTICE

Make plastic bins big, bright and plentiful so that they cannot be missed. Place great attention on how to dispose of plastic correctly. When possible, eliminate small plastic items from the kitchen altogether.



ADDITIONAL INFORMATION

Read the full UN report on plastic pollution [here](#).

34.



KEEP AN EYE
ON PLASTIC

⁶¹. EU Parliament



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[What is water footprint](#)

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[Cancer: Carcinogenicity of the consumption of red meat and processed meat](#)

WHO

[Healthy diet](#)



RECIPE RESOURCES

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR HOSPITALITY CATERERS



INGREDIENTS:

15ml extra virgin olive oil

5g garlic

5g sprig fresh rosemary
salt

1 pinch red pepper flakes

10g tomato concentrate

125g cooked cannellini beans

250ml cannellini cooking liquid

60g ditalini or mezze maniche
(pasta), wholegrain

8g parsley to finish

10ml extra virgin olive oil to finish



PASTA E FAGIOLI (2 portions)



INSTRUCTIONS:

01. Gently fry the garlic, chili flakes and rosemary in a pan with some of the extra virgin olive oil.
02. After a few minutes, add the tomato paste and cook for an extra minute.
03. Add the beans and reserved cooking water.
04. Bring to the boil, then add the pasta and cook for half of the specified cooking time.
05. Cover, remove from the heat and allow to rest for at least one hour.
06. Adjust seasoning and consistency with a little bit of water if desired, and finish off with parsley and extra virgin olive oil.



INGREDIENTS:

1 (approx. 1kg) whole rabbit

200g pancetta

50g pitted prunes

65g pitted dried apricots

1 (50g) egg

30ml extra virgin olive oil

5g garlic

30g shallots

sage

rosemary

125ml white wine

500ml chicken stock



Photo Credit: The Australian Women's Weekly Food

WHOLE RABBIT TERRINE

(12 portions)



INSTRUCTIONS:

01. Cut the rabbit into pieces.
02. In a casserole, gently fry the garlic, diced shallots and aromatic herbs in the extra virgin olive oil.
03. Add the rabbit including the offal and colour well.
04. Season in moderation.
05. Deglaze with wine; evaporate.
06. Gently simmer, adding a little broth at a time, until the meat is tender and falling off the bone.
07. Cool, pick the meat off the bone, remove the garlic and aromatic herbs.
08. Mince the cooked meat and the pancetta together but not the offal.
09. Add the egg and mix well.
10. Line the terrine with pancetta slices, fill with the minced meat incorporating the organs in the process.
11. Close the terrine by overlapping the pancetta over the forcemeat.
12. Cook at 160°C for 45 minutes.
13. Cool, slice and serve.

Note: One terrine makes 12 slices. One slice is a portion.



INGREDIENTS:

1 (approx. 800g) octopus, cleaned

400g tomatoes or tomato passata

100ml extra virgin olive oil

1 lemon

1 sprig parsley

1 red chilli

salt

black pepper

320g spaghetti or linguine,
preferably wholewheat



POLPO ALLA LUCIANA

(4 portions)

IN TWO COURSES



INSTRUCTIONS:

01. Place the octopus in a casserole dish and add the olive oil along with the chopped tomatoes or passata, lemon slices, parsley and chili pepper, and season with a moderate amount of salt and black pepper.
02. Cover the dish with a sheet of parchment paper, securing it firmly with kitchen string, place the lid on top, and cook over a medium heat for about 2 hours.
03. Remove from the heat, let the octopus cool in the dish.
04. Separate the octopus from the sauce and serve with crusty bread or a side of vegetables.
05. Use the rest of the sauce to dress the pasta.

There you have two dishes with one recipe!



INGREDIENTS:

2 tbsp salted capers, heaped,
rinsed in cold water

2 salted anchovy fillets, rinsed
in cold water

2 garlic cloves, peeled

100g flat-leaf parsley, fresh

1 handful rocket or basil leaves

70g extra virgin olive oil



SALSA VERDE

(4 portions)



INSTRUCTIONS:

01. Debone the anchovies.
02. Place all of the ingredients except the oil in a food processor and pulse until a paste forms.
03. Slowly add in the olive oil on a low speed until the paste becomes a thick sauce.

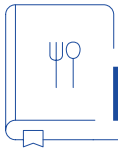
**INGREDIENTS:****125ml** soy milk**20ml** vinegar or lemon juice**½** teaspoon salt**1** teaspoon Dijon mustard**250ml** oil

VEGAN MAYONNAISE

(3 portions)

**INSTRUCTIONS:**

01. Place the soy milk, vinegar, salt and mustard in a beaker.
02. Add half of the oil.
03. With an immersion blender emulsify the ingredients keeping the blade firmly pressed on the bottom of the beaker.
04. When firm, add the remaining oil and incorporate well.
05. Emulsify until fully combined.



RECIPE RESOURCES



INGREDIENTS:

1kg peeled sweet potatoes

40ml olive oil

Seasoning, in moderation



SWEET POTATO FRIES

(4 portions)



INSTRUCTIONS:

01. Heat the oven to 200°C.
02. Cut the sweet potatoes into sticks.
03. Toss them in the oil.
04. Season with moderation.
05. Bake until brown and crisp on the bottom, about 15 minutes.
06. Flip and cook until the other side is crisp, about 10 minutes.



INGREDIENTS:

potatoes

oil, depending on the
preparation

seasoning, in moderation



TWICE COOKED LOW ACRYLAMIDE FRIED POTATOES



INSTRUCTIONS:

01. Wash the, preferably unpeeled, potatoes.
02. Cut into fries or wedges or chunks, depending on the use.
03. Pre-cook in a microwave oven at 850W for a few seconds, depending on size.
04. Ensure the potatoes are soft but not overcooked.
05. Fry or bake at 190°C.

CHAPTER 2

CONCESSIONAIRES



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CHAPTER 2 CONCESSIONAIRES

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ROLE OF CONCESSIONAIRES



This section focuses on the unique operational context of sports event concessions, distinguishing it from that of hospitality operations.

While many of the recommendations made to hospitality caterers are applicable to concessionaires, concessions at sporting events operate in a very specific way, requiring more limited menu offers and streamlined food preparation processes to deliver efficient service to a large population in short service periods.



Concessionaires must ensure that the food selection is available in high volume, quick to serve, easy to eat on the move, while maintaining its quality and value.

Supply and pricing are essential to attract a public with varying dietary needs and preferences. Furthermore, robust food management systems are imperative to ensure a safe food and beverage operation which is compliant with local regulations.

Concessionaires have a significant impact on the fan's event experience, and these tailored recommendations for concessions can contribute to improve the sustainability and health dimensions of their operations.

This section encourages enhanced practices in terms of food supply, preparation, communication, and waste management to ensure customer satisfaction while meeting the demands of an increasingly attentive audience.



- 01. Make it healthy
- 02. Make it local and inclusive
- 03. Stakeholder engagement

SECTION 1

FOOD AND BEVERAGE SELECTION

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR CONCESSIONAIRES



RECOMMENDATION

Ensure healthy food and snacks are available.



EVIDENCE

Respond to modern health trends and consumer preferences for healthier food at sporting events by offering healthy and nutritious food options¹.



BEST PRACTICE

Increase the offer of healthier food with nuts, salad bowls, fresh fruit, lean proteins such as grilled chicken or tofu, and provide nutritional information for all menu items to assist informed choices.



ADDITIONAL INFORMATION

See the WHO's [Healthy recipes for food at sports events](#).

01.



MAKE IT
HEALTHY

02.



MAKE IT LOCAL
AND INCLUSIVE

Expand your menu with local specialties, vegetarian, plant-based and allergy-friendly options for greater inclusivity and safety.

Incorporating local specialties and plant-based options in sports event catering aligns with fans' dietary trends, accommodates a global audience, celebrates local culture, and lessens environmental impact².

Broaden your food offer by incorporating as least one vegetarian option, such as vegetable wraps, using local products and producers to embrace the cultural flavours of the region and provide a more inclusive experience. UEFA considers a product to be 'local' if it comes from within a 150 km radius. If offering animal proteins, highlight the origin of the meat to raise awareness of the importance of eating local products.

Refer to the [case study of an English Premier League club](#).

1. Grains of Truth 2023. (2023)
2. Scarborough, P., et al., (2023)



RECOMMENDATION

Work with innovative and committed stakeholders.



EVIDENCE

Partnerships can lead to improved sustainability practices and innovation³.



BEST PRACTICE

By collaborating with suppliers and vendors that share your sustainability vision you not only streamline your processes but also help establish a standard within the industry.



ADDITIONAL INFORMATION

Find out more in [How to form sustainability partnerships](#).



3. [Kate Vitasek, \(2022\).](#)



04. Frying practices

SECTION

2

FOOD AND BEVERAGE
PREPARATION

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR CONCESSIONAIRES



RECOMMENDATION

Opt for healthy and sustainable frying practices.



EVIDENCE

Choosing healthier frying oils is crucial to reducing the consumption of unhealthy fats, thereby promoting better heart health among consumers. Oils with a higher smoke point, such as canola, sunflower or avocado oil, are preferred because they are more stable at the high temperatures required for frying. This stability is essential as it prevents the oil from breaking down into compounds, such as trans fats, which can be harmful to the health when consumed regularly⁴.



BEST PRACTICE

Invest in energy-efficient frying machines that use less energy, and filter the oil regularly to extend its life and maintain quality.



ADDITIONAL INFORMATION

Learn more about the harms of [trans fats](#) on WHO's website.

04.



FRYING PRACTICES

⁴. WHO., (2018).



- 04. Sachets only on request
- 05. Communication to customer
- 06. Nudges technics
- 07. Affordable healthier food
- 08. Train your staff

SECTION

5

FOOD AND BEVERAGE COMMUNICATION, PRESENTATION AND MENU DESIGN

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR CONCESSIONAIRES



RECOMMENDATION

Provide extra salt, sugar, sauces and condiments only when asked.



EVIDENCE

Offering extra condiments only when asked helps to reduce unnecessary over-consumption and tackle health issues such as hypertension and obesity⁵.



BEST PRACTICE

Reduce consumption and waste by offering sachets and sauces only upon request. By encouraging consumers to use only what they need, waste management can be improved.



ADDITIONAL INFORMATION

The WHO and the EU have identified poor nutrition as a significant cause of major non-communicable diseases, such as heart disease, diabetes and some cancers, significantly impacting global health and mortality. Consult the WHO's [Healthy diet fact sheet](#) for guidance.

05.



**SACHETS ONLY
ON REQUEST**

06.



**COMMUNICATION
WITH CUSTOMERS**

Highlight your sustainability efforts and engage with customers.

Transparency in sustainability can build trust, educate, and increase customer loyalty⁶.

Highlight green achievements on social media and at venues and use reward schemes or surveys to adapt menus to consumer preferences, which can help enhance satisfaction and reduce waste.

Informing customers about your health and sustainability initiatives not only enhances your image but also enlightens and motivates them to make informed decisions. To find out more, consult the [Guidelines for Providing Product Sustainability Information: Global Guidance on Making Effective Environmental, Social and Economic Claims, to Empower and Enable Consumer Choice](#).

5. WHO

6. Smurfit Kappa



RECOMMENDATION

Use nudge techniques to promote healthier choices.



EVIDENCE

Concessionaires have a unique opportunity to influence consumer choices directly at the point of sale. Strategic displays and communication about the healthiest food options, in collaboration with your sponsor partners, can steer consumer behaviour toward making healthier and more sustainable choices, especially in situations when quick decision-making is common^{7,8}.



BEST PRACTICE

Improve your event menu by offering healthier options with eye-catching photos and appealing icons. Use social media, signage and notifications to highlight the health benefits of healthy menu items.



ADDITIONAL INFORMATION

Consult the WHO's [Healthier food and healthier food environments at sports events](#) for additional strategies to encourage spectators to opt for better choices. Examples of icons to consider:



VEGAN LACTOSE FREE GLUTEN FREE EGG FREE PEANUT FREE

07.



NUDGE TECHNIQUES

08.



AFFORDABLE HEALTHIER FOODS

Make healthier food options more affordable.

Financial incentives can encourage customers to make healthier choices⁹.

Adjust pricing strategies to make food options more or less accessible depending on how bad they are on health. Offer special deals on healthy meals paired with water, and consider reducing prices on food items after the game to encourage healthy eating and reduce food waste at the same time¹⁰.

See [Healthier food and healthier food environments at sport events: An action guide for sports event organizers](#)

7. WHO (2022)

8. WHO (2023)

9. Which? (2009)

10. UEFA (2023)



RECOMMENDATION

Train concession staff on sustainability practices.



EVIDENCE

Training in sustainable development practices is essential, as well-informed staff are the key to effective communication and implementation of any sustainable development initiative¹¹.



BEST PRACTICE

Create a dedicated team to educate and involve spectators in sustainability efforts on site, but also to ensure that the event's sustainability practices are actually implemented.



ADDITIONAL INFORMATION

Share this document with your event staff to familiarise them with the most important aspects to consider when organising an event.

09.



**TRAIN
YOUR STAFF**

¹¹ Steinmann J. et al.,



- 09. Effective waste management
- 10. Reduce food waste
- 11. Reusable cups and containers
- 12. Follow the 4R approach –
Reduce, Reuse, Recycle, Recover

SECTION

4

FOOD AND BEVERAGE WASTE MANAGEMENT

UEFA HEALTHY AND SUSTAINABLE
CATERING GUIDELINES
FOR CONCESSIONAIRES

10.

EFFECTIVE WASTE MANAGEMENT



RECOMMENDATION

Implement an effective waste management system.



EVIDENCE

An appropriate and efficient waste management system reduces the amount of waste to landfill and therefore the impact on the environment. As environmental awareness grows, good waste practices reinforce an event's image and potentially provide economic benefits through recycling and composting opportunities¹². High event attendance therefore amplifies the impact of waste reduction and recycling, making sustainability a strategic opportunity rather than a challenge.



BEST PRACTICE

To minimise waste and the environmental impact of the event, implement a comprehensive waste management scheme with composting stations and recycling zones on-site, in line with the stadium system. Use different coloured and labelled bins for various waste types, such as plastic, paper and organic, making disposal easy and educational. Track waste data to assess trends and refine strategies while ensuring consistent practices with partners and municipalities. Promote community-wide separate waste collection and innovate by turning recycled materials into promotional items, making sustainability efforts visible and impactful¹³.



ADDITIONAL INFORMATION

Find out more best practices and ideas to encourage waste separation in the [UEFA Circular Economy Guidelines](#).

¹². [rts \(2019\)](#).
¹³. [UEFA \(2023\)](#)



RECOMMENDATION

Streamline menu planning and improve stock management to reduce food waste.



EVIDENCE

Globally, about a third of food for human consumption is wasted, contributing to 8–10% of total greenhouse gas emissions¹⁴.



BEST PRACTICE

In the food service industry, effective inventory management and meaningful use of excess food are critical. Best practices include portion control to prevent waste and partnering with local food banks to donate surplus food.



ADDITIONAL INFORMATION

Find out more about the EU's [food waste reduction targets](#) set by the European Commission, calling for a 10% reduction at the processing/manufacturing stage and a 30% reduction at the retail/consumer stage by 2030, with an assessment of progress made by 2027.

11.



REDUCE FOOD WASTE

12.



REUSABLE CUPS AND CONTAINERS

If the original product packaging is unusable for security reasons, prioritise the use of reusable cups and food containers and explore alternative beverage supply.

Using reusable cups and food containers at events sets a sustainable example and addresses packaging waste issues, especially at large gatherings. Case studies show that, besides the reduced environmental impact, the public react positively to efforts made in favour of the environment¹⁵.

Thanks to the appropriate digital payment and refund method (credit/debit card, Google/Apple pay, etc.), reusable cups and food containers can easily be introduced and waste management can be greatly facilitated. A deposit-return system for cups and food containers at the UEFA Women's Champions League final in 2023 helped minimise packaging waste. Recorded return rates were 89.5% for unbranded cups and 60.5% for unbranded food containers.

For detailed information on the circular economy and applying its principles to food and beverage services, please consult the [UEFA Circular Economy Guidelines](#).

14. [EUFIC](#)

15. [Manchester City Council](#)

13.



**FOLLOW THE
4R APPROACH -
REDUCE, REUSE,
RECYCLE,
RECOVER**



RECOMMENDATION

Avoid single-use plastics and favour recyclable/compostable or recycled single-use items.



EVIDENCE

Systematically avoiding single-use plastics is in line with upcoming European regulations, which will ban certain single-use plastics on 1 January 2026. This move is a response to the long-term environmental challenges posed by plastics, which can take hundreds of years to break down¹⁶.



BEST PRACTICE

Choose minimal or no-packaging food service options to reduce event waste. If single-use items are necessary, select those made from compostable materials such as bagasse, sugar cane, soy products or compostable kraft paper. These materials should be selected for their ability to be processed in the same waste stream as food residues in order to simplify recycling and composting efforts, and avoid mistakes by consumers when they sort their waste. Additionally, install an 'on draught' or 'bag in box' beverage system to reduce the use of individual bottles.



ADDITIONAL INFORMATION

Learn more about the EU ban on single-use plastic products for which alternatives are available: [EU's website.](#)

16. [European Union, \(2019\)](#)



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HEALTHY AND SUSTAINABLE CATERING GUIDELINES FOR HOSPITALITY CATERERS AND CONCESSIONAIRES



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