

ANNUAL REPORT 2019/20







UEFA ANNUAL REPORT 2019/20

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ALEKSANDER ČEFERIN

UEFA President

The 2019/20 season put European football's unity and resilience to the test like none before. What lessons can we draw from the experience?

The season brought one of European football's toughest ever challenges. For a few, long months in 2020, the continent's most popular sport was brought to a standstill. Halting our competitions was an essential decision to help slow the spread of the pandemic and to reduce the burden on services safeguarding our health and society. On behalf of UEFA, I would like to thank all key workers, whose courageous understood that we did this to help efforts protected our lives and gave us hone

Looking back at our community's response. UEFA and its partners learnt about the importance of working together to overcome adversity. Any one of the obstacles that European football faced in 2019/20 would have seemed insurmountable in more normal seasons. But, as this report's Adapting to the Pandemic and Teamwork sections document, we adjusted to take the right decisions at the right time, whether rescheduling EURO 2020, reformatting four club competitions or rewriting UEFA's 2020/21 match calendar.

We also understood the strength of football's ties to the communities and countries it represents. I was proud of the way that countless associations, clubs, players and fans rallied to help local and national institutions, purchasing medical equipment, delivering food and spreading public health messages. Time and again, our community demonstrated the kind of leadership and teamwork off the pitch that befits winning performances on it.

Shortly before football stopped, you addressed the 2020 UEFA **Congress in Amsterdam about the** importance of putting 'purpose over profit'. How did this principle guide UEFA during the pandemic? The pandemic has served as a reminder of our true purpose as a governing body: to take care of all of football – not just our competitions. This principle underpinned UEFA's decisions throughout the crisis, starting with EURO 2020's postponement so domestic leagues could complete their seasons in the summer. Everybody national associations, clubs and leagues.

The same spirit of sacrifice saw us show solidarity towards associations and clubs in their time of need. To offset revenue losses, UEFA advanced funds from its HatTrick assistance programme, which channels EURO revenue into development projects. We also reassured associations that UEFA would honour its 2020–24 HatTrick pledges and adapted our financial fair play rules to take account of the challenges facing elite clubs. Each of these actions set the tone for football's overall response

How did the five-year strategy, launched in 2018/19, help UEFA to keep delivering across the full range of its mission in such a tumultuous season?

UEFA's Together for the Future of Football strategy was designed to tackle issues that European football expects to face over the next decade. While no one could have predicted the scale or nature of its first challenge, the strategy proved to be more relevant than ever. At a time of deep

UEFA

uncertainty, its long-term goals brought direction and focus to our work.

The strategy has made encouraging progress against its goals for increased participation, competitiveness and prosperity as well as good governance. Maintaining momentum will be critical to sustaining football's standing as Europe's most played sport.

Women's football is a key element of the UEFA strategy. How did the successful conclusion of the UEFA **Women's Champions League in** Bilbao put the game back on the front foot?

By staging one of the first international women's sports competitions to return to action. UEFA achieved two objectives: firstly, we helped associations to accelerate the resumption of domestic competitions across Europe; secondly, we demonstrated our commitment to women's football

There is more to come. Over the next four years, our Time For Action strategy will invest more than ever in the women's game. There are already positive returns. We estimate that more women and girls are playing football compared with 2019. These numbers should increase thanks to UEFA and Disney's innovative Playmakers partnership, which aims to attract more young girls to our sport.

We also announced a new format for the 2021/22 Women's Champions League that will centralise commercial rights and increase the competition's value and visibility. Similarly, postponing the Women's EURO by 12 months guarantees the competition pride of place in the sporting summer of 2022.

Sport, like society, will continue to live with the consequences of the **How confident are you that UEFA** can successfully stage EURO 2020 and its other elite competitions? There are four good reasons to believe that EURO 2020 and our club competitions will go ahead in summer 2021: the successful conclusion of the 2020 men's and women's Champions League finals, the Europa League and the Youth League in August 2020. Together, they proved that UEFA has a tried and tested formula for safely staging its competitions: the Return to Play protocol developed by our Medical Committee. Despite the challenge of organising

matches in multiple countries, each with different health and travel restrictions. the protocol established common medical and operational standards for all our matches. It also won the trust both of governments and public health authorities – a sine gua non for staging EURO 2020 in 12 different countries

There are other grounds for optimism. As this report explains, UEFA 'hibernated' EURO preparations, ready to reawaken the countdown in 2021. With all host cities committed to go again, everything remains in place to stage the EURO's 60th anniversary edition.

Sadly, we cannot yet say the same for fans – our sport's lifeblood. Until their

voices fill stadiums again, we cannot truly say that football has returned. For now, we have asked all EURO 2020 host cities to plan a range of potential scenarios that minimise health risks while maximising attendance – as soon as conditions permit, we will be ready to welcome fans back.

The efforts of associations, clubs and players to support communities underlined football's power to connect with everyone regardless of age, colour, gender or belief. How can UEFA capitalise on the game's potential for driving positive change in society?

We have always recognised the power for good of our sport. UEFA's football social responsibility activities are rooted in every aspect of our work, promoting diversity and inclusion. Last season, the UEFA Foundation for Children marked five years of using football to improve children's lives around the world.

In 2019/20, we started to raise our game by exploring how football can make a real difference to the world's biggest challenges. We invited players, past and present, to share experiences of systemic racism. We are also looking at the role of football both in fighting climate change and supporting the rapid take-up of new coronavirus vaccines.

The world faces multiple challenges, from discrimination and sustainability to health and vaccine hesitancy. European football can and will do more.





Aleksander Čeferin

President. Professional Football Strategy Council chairman FIFA vice-president



Karl-Erik Nilsson First vice-president,

HatTrick Committee chairman



Sándor Csányi

Vice-president, National Team Competitions Committee chairman, FIFA vice-president



Fernando Gomes

Vice-president. Club Competitions Committee chairman. FIFA Council member



Luis Rubiales

Vice-president. Development and Technical Assistance Committee chairman



Michele Uva

Vice-president, Club Licensing Committee chairman



David Gill

UEFA treasurer, Finance Committee chairman, Compensation Committee chairman



Zbigniew Boniek

Elected (by acclamation):

Member, Youth and Amateur Football Committee chairman

Approved:

3

March

2020

Amsterdam - Executive Committee

• 2020 UEFA Coaching Convention

• 2020 UEFA Medical Regulations

• 2020/21 UEFA Champions League, Europa League, Super Cup,

Appointed hosts/venues for UEFA finals and final tournaments:

• UEFA Europa League final: 2022 - Puskás Aréna, Budapest

Youth League, Regions' Cup and Futsal Champions League regulations

• UEFA Super Cup: 2022 – Olympic Stadium, Helsinki; 2023 – Kazan Arena, Kazan

• UEFA Women's Champions League final: 2022 – Juventus Stadium, Turin; 2023 – PSV Stadium, Eindhoven



Armand Duka

Member

Amsterdam - 44th Ordinary UEFA Congress

2018/19 financial statements and budget for 2020/21

for election by the Executive Committee

Proposed amendments to the UEFA Statutes:

UEFA Executive Committee for 2020-21: Rainer Koch (Germany), member

Composition of UEFA Organs for the Administration of Justice

Composition of UEFA Governance and Compliance Committee

UEFA vice-president but would not be entitled to vote

• European member of the FIFA Council for 2020-23: Noël Le Graët (France)



• Articles 21(5) and 26(1) to specify that the UEFA treasurer would have the same status as a

• Article 32(2) to clarify in the reasoning that not only the UEFA administration, but also the

European Club Association and the European Leagues, in addition to the UEFA member

associations, could propose candidates for UEFA's Organs for the Administration of Justice

Florence Hardouin

Member Marketing Advisory Committee chairwoman



Jesper Møller Christensen

Member



Andrii Pavelko

Member, Players' Status. Transfer and Agents and Match Agents Committee chairman

Rainer Koch

Member

Liubliana - Executive Committee

- Commercial concept for 2021–24 UEFA club competitions
- Name of third men's club competition: UEFA Europa Conference League
- Terms of reference and composition of the Referee Development Panel
- Format and regulations for the 2020/21 UEFA Nations League and draw date and venue (Amsterdam, 3 March 2020)
 Final adjustments to the composition of the UEFA committees and panels for 2019–23

- Launch of a feasibility study regarding creation of an independent European agency against match-fixing in football
 UEFA president's proposal that UEFA solidarity distributions in principle be paid to clubs via the national associations
- Increased membership of the board of administration of UEFA Club Competitions SA, from 10 to 12

Appointed hosts/venues for UFFA finals and final tournaments:

- UEFA Champions League final: 2021 Saint Petersburg Stadium; 2022 Fussball Arena München;
 2023 Wembley Stadium, London
- UEFA Europa League final: 2021 Estadio Ramón Sánchez-Pizjuán, Seville
 UEFA Super Cup: 2021 Windsor Park, Belfast
- UEFA Futsal EURO: 2022 Netherlands
- UEFA European Under-17 Championship: 2021 Cyprus; 2022 Israel
- UEFA European Women's Under-17 Championship: 2021 Faroe Islands; 2022 Bosnia and Herzegovina
- UEFA European Under-19 Championship: 2021 Romania; 2022 Slovakia
 UEFA European Women's Under-19 Championship: 2021 Belarus; 2022 Czech Republic

Approved deployment of video assistant referees (VAR): From knockout stage of 2019/20 UEFA Europa League

- For UEFA Women's Champions League finals from 2019/20 and at UEFA Women's EURO 2021



0 4

Servet Yardımcı

National Associations

Committee chairman

24 September 2019

0

KEY DECISIONS IN 2019/20 BY THE UEFA CONGRESS AND EXECUTIVE COMMITTEE

December 2019

Nyon - Executive Committee

Andrea Agnelli

European Club Association

(ECA) representative

- League phase draw and fixture list procedures for 2020/21 UEFA Nations League • Match schedule for UEFA Women's EURO 2021 in England (7 July to 1 August 2021)
- New format, access list, calendar and commercial concept for the UEFA Women's Champions League from 2021/22
- Use of VAR in European Qualifiers play-offs in March 2020 and European Qualifiers for 2022 World Cup
- Child safeguarding policy and toolkit for member associations
- Introduction of transitional period until at least 2025/26 for application of Article 12(2) and (3) of UEFA Club Licensing and Financial Fair Play Regulations for participation in **UEFA Women's Champions League**

Nasser Al-Khelaifi

European Club Association

(ECA) representative

Lars-Christer

Olsson

Leagues (EL) representative

Appointed hosts/venues for UEFA finals and final tournaments:

• UEFA Futsal Champions League finals in 2020 (23-26 April) - Minsk

Approved:

0

2

March

2020

Evelina Christillin FIFA Council member



Greg Clarke FIFA vice-president





Georgios Koumas FIFA Council member



Noël Le Graët



FIFA Council member



Dejan Savićević FIFA Council member



For all COVID-19-related

decisions, see following pages.

FIFA Council member

Davor Šuker

Member

Michael van Praag

Stadium and Security

Committee chairman





TIMELINE Leading the way

Timeline of key decisions taken by UEFA, in collaboration with the wider European football community to manage the impact of the COVID-19 pandemic.

• Decided that the postponed EURO 2020 would retain its original branding, even though the event would now take place in 2021

- Decided to postpone the next Women's EURO by one year until 6 to 31 July 2022 with the same venues as originally proposed
- Adopted 'Guidelines on eligibility principles for 2020/21 UEFA club competitions – COVID-19' reflecting the principle that admission to 2020/21 UEFA club competitions always had to be based on sporting merit
- Approved amendments to the UEFA HatTrick IV and V Regulations to give member associations more flexibility in their use of HatTrick funding to help address the unprecedented consequences of

Extraordinary **Executive Committee** videoconference with epresentatives of the European Club Association, European Leagues and FIFPRO Europe

- EURO 2020 play-off matches from March to June 2020, subject to coronavirus situation
- EURO 2020 from 12 June 12 July 2020 to 11 June -11 July 2021

Decided:

- to reschedule European Qualifiers for FIFA World Cup matchdays 3 and 4 originally planned in June 2021 • to reschedule next UEFA Nations League finals, European Under-21 Championship final tournament and Women's EURO originally planned between June and July 2021
- Committed to complete all domestic and European club competitions by 30 June 2020 provided the situation improved and resuming playing was appropriate and prudent enough:
- possible limitation or removal of exclusive calendar slots,

- potentially resulting in the scheduling of domestic league matches midweek and of UEFA club competition matches at weekends
- possible adaptations of 2020/21 UEFA Champions League and UEFA Europa League qualifying rounds in the event of late completion of 2019/20 sporting season, i.e. after
- Set up working group composed of representatives of UEFA, leagues and clubs to examine relevant calendar matters and devise solutions allowing for the resumption and/or conclusion of the current season in a coherent manner
- Agreed to create second working group composed of representatives of UEFA, leagues, clubs and players at a later stage to assess the economic, financial and regulatory impact of the pandemic and propose measures to help mitigate the consequences

the pandemic – release of €236.5 million to UEFA's 55 member associations to meet the challenges in their respective countries

- Decided to release immediately the share of EURO club benefit payments related to the Nations League and EURO 2020 qualifiers in light of the crisis and the financial difficulties many clubs were facing:
- €50 million to go to clubs having released players for the 39 national teams not involved in the EURO 2020 play-offs
- 16 national teams taking part in the EURO 2020 play-offs (not including payments for the play-off matches, which would be made on completion of the play-offs)
- balance of €2.7 million related to players released for the play-offs – to be distributed upon completion of the EURO 2020 play-off matches

UEFA competitions:

- Venues for 2019/20 Champions League and Europa League round of 16 - remaining second-leg matches to be played at home team stadiums (with exception of FC Internazionale Milano v Getafe CF and Sevilla FC v AS Roma, played as a single leg in Germany)
- UEFA matches to be played behind closed doors until further notice
- UEFA Return to Play protocol framework of medical and operational rocedures approved

 Approved the principles of the UEFA medical protocol and holding of matches behind closed doors

- Approved club competition formats for remaining 2019/20 matches:
- Champions League: format (explained under Playing the Game) with final at Estàdio do Sport Lisboa e Benfica, Lisbon, on 23 August 2020 Europa League: format (explained under Playing the Game)
- with final at Stadion Köln, Cologne, on 21 August 2020
- Women's Champions League: format (explained under Playing the Game) with final at Anoeta Stadium, San Sebastián, on 30 August 2020
- Youth League: format (explained under Playing the Game) with final played at Colovray stadium, Nyon, on 25 August 2020
- 2020 Super Cup at Puskás Aréna, Budapest, on 24 September 2020
- Revised club competition final host venues for 2020/21– 2023/24:
- 2021 Champions League final Istanbul • 2019/20 European Under-19 Championship – elite round Europa League final – Gdańsk from 31 August to 8 September 2020, final tournament in

confirmation

Executive Committee

updated match schedule

• 2022 Champions League final – St Petersburg

Europa League final – Seville

Europa League final – Budapest

• EURO 2020 – confirmed 12 original host cities as

• 2024 Champions League final – London (Wembley)

venues for the final tournament in summer 2021 and approved

• 2019–21 European Under-21 Championship – approved new

both parts of the final tournament with group phase in March

elite round 12–20 September 2020, final eight straight knockout

tournament 4–10 October, hosted by Sweden pending final

2021 and knockout phase from 31 May until 6 June 2021

• 2019/20 European Women's Under-17 Championship –

format with original venues of Hungary and Slovenia still hosting

• 2023 Champions League final – Munich

Northern Ireland with group phase in October and knockout phase in November 2020

- 2019/20 Futsal Champions League finals in Barcelona 8–11 October 2020; Minsk appointed to host the next finals in April 2021
- 2020 FIFA Futsal World Cup play-offs rescheduled 2-11 November 2020
- Futsal EURO 2022 qualifying round play-offs 2–11 November; group stage and play-offs 6 December 2020 – 17 November 2021
- Women's Futsal EURO 2022 preliminary round 4–9 May 2021; main round 19–24 October 2021; finals 24–27 March 2022
- Under-19 Futsal EURO 2021 1–7 November 2021
- 2020/21 Regions' Cup cancelled

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• 2020–22 European Under-19 Championship – introduction of new format postponed to the 2021–23 edition; 2021/22 UEFA European Under-19 Championship to be played under current standard format



- Removal of pending yellow cards on completion of 2019/20 Champions League and Europa League rounds of 16
- Approval of new Annex I to Regulations of the UEFA Champions League (2020/21) and Regulations of the UEFA Europa League (2020/21) to regulate the situation created by the pandemic: travel restrictions and positive tests in competitions





spectators at UEFA Super Cup in Budapest on 24 September 2020 - up to 30% of stadium capacity - in order to study impact of spectators on UEFA Return to Play protocol; all other UEFA matches to continue to be played behind closed doors until

further notice

Approved partial return of

• 2019/20 youth national team competitions:

• Women's Under-17 Championship:

Women's Under-17 Championship:

- Elite round abolished and replaced by play-offs
- Final tournament as scheduled (Faroe Islands, May 2021)

Men's Under-19 Championship:
 Postponement of elite round to October 2020, final tournament in Northern Ireland with group phase to

Women's Under-19 Championship:

- Final tournament as scheduled (Romania, July 2021)

national team matches applicable to 2020/21 UEFA Nations League (league phase), 2019–21 European Under-21 Championship (qualifying phase) and Women's EURO qualifiers

Approved new principles for



UNITY

A continent in solidarity

When the first wave of COVID-19 infections forced the cancellation of sports competitions across Europe, UEFA rapidly convened all member associations and stakeholders. The unity shown by the football community amid the crisis made the impossible possible.

As government after government announced travel and health restrictions and imposed national lockdowns to safeguard society from the global pandemic, football ground to a halt across the European continent.

With the majority of domestic leagues placed on hold, together with its own club and national team competitions, UEFA convened European football's key stakeholders for an extraordinary videoconference on 17 March. Participants included representatives from all 55 UEFA member associations, the European Club Association (ECA), the European Leagues (EL) and the International **Federation of Professional Footballers** (FIFPRO Europe).

Faced with its biggest crisis since the Second World War, the European football community found strength in solidarity. Everyone attending the meeting committed to a united response to the pandemic that would prioritise the health and safety of players, staff, officials and the wider football community.

Finishing the 2019/20 season

A commitment to collaboration lay at the heart of the meeting's main outcome: unanimous agreement on a contingency plan for completing

domestic and UEFA club competitions by 30 June 2020 – on the proviso that football could safely resume before then.

UEFA helped set a conciliatory tone by agreeing to postpone its own national team and club competitions to ensure the rapid conclusion of domestic seasons. This meant delaying EURO 2020 by 12 months, to 11 June - 11 July 2021. In return, clubs agreed to accommodate an increased number of national team matchdays at the start of the 2020/21 season to reduce the backlog of Nations League fixtures and EURO 2020 play-offs.

Stronger together

Throughout the second half of the season, UEFA staged regular videoconferences with its 55 member associations, together and individually, both to provide updates on the progress of the two working groups, and to share information and best practices. To keep track of the gradual return to play across Europe's domestic leagues, UEFA set up a comprehensive database, which was regularly updated

to reflect the state of play in

each of the 55 member associations. These two-way exchanges were essential for concluding the 2019/20 club and national team season in a way that ensured a fair qualification process for UEFA's 2020/21 competitions. They also forged consensus around the revised match calendar for 2020/21, which affected all competitions at every level: men's elite, women's elite, club, national team, youth, futsal and amateur.

Pan-European solutions

The videoconferences provided general secretaries with the ideal forum for raising COVID-19-related challenges that required a pan-European solution, for example, the consequences of country-by-country variations in guarantine rules for players travelling with their national teams. Working together, UEFA and its members agreed that host associations should secure exemptions from their governments for visiting teams, on the grounds that regular testing of players according to its Return to Play protocol minimised infection risks. Without this exemption,

associations would have to request UEFA's authorisation to stage the match at a neutral venue.

As the 2019/20 European season drew to a close in August, UEFA and national associations explored the possibility of allowing fans to return to stadiums for UEFA competitions. It was agreed to permit a limited number of supporters to attend September's 2020 Super Cup match in Budapest to pilot strict hygiene and sanitary measures essential to guarantee the health and safety of everyone attending the match.

> "The European football community has demonstrated that by working together in a spirit of compromise and understanding, acting as a team and striving for the same objectives, we can surmount any obstacle. It is a lesson that will serve us well in the future."



"Europe is facing its biggest challenge in a generation, one which is impacting all levels of society, including football. The challenge to our game is massive and, as leaders, we have a responsibility to do all we can to protect its long-term well-being by mitigating the impact of the virus."



"The European Leagues welcome UEFA's decision to postpone EURO 2020 to protect public health and to find new calendar opportunities to finish both domestic leagues and UEFA club competitions during this season. Our meetings underline European football's commitment to collective decision-making in the best interest of the game."

Lars-Christer Olsson, European Leagues (EL) President

"FIFPRO Europe appreciates UEFA's proposal to quickly set up a working group charged with identifying specific measures to mitigate the socio-economic impact of the pandemic on football. This is particularly relevant outside of the elite clubs where thousands of players and their families face extremely fragile and uncertain financial situations."

> **Bobby Barnes**, International Federation of Professional Footballers - FIFPRO Europe President







Based on the first working group's recommendations and in close coordination with FIFA, UEFA's Executive Committee agreed to a comprehensive overhaul of the schedule for men's and women's national team competitions.

Working together

At the extraordinary videoconference

European football's key stakeholders

1. The European match calendar

Objective: complete the 2019/20

matches for both clubs and national

2. The financial and legal impact

of football's temporary stop

Composition: UEFA, ECA, EL,

Objective: assess the economic,

financial and regulatory impact of

FIFPRO Europe

held on March 17, UEFA and

set up two working groups:

Composition: UEFA, ECA, EL

season and adapt the 2020/21

Tasks: reschedule postponed

In particular, these affected the EURO 2020 play-offs, the 2020/21 Nations League finals and the 2021 Under-21 Championship finals, which would now take place in two stages (March 2021 and May-June 2021).

Women's EURO 2021 in England was rescheduled for July 2022. By avoiding a direct clash with EURO 2020 and the Summer Olympics, this decision ensured the finals, and international sporting calendar.









RESPONSIBILITY

Funding commitment

As European football struggled with declining revenues, UEFA reassured associations that it would honour its funding commitments and gave clubs more time to comply with its financial fair play rules.

Every four years, UEFA redistributes over 60% of EURO revenue to its member associations and clubs. Of this, almost two-thirds is channelled through the HatTrick assistance programme for reinvestment in football development. All 55 associations rely on that funding to sustain a series of key projects, including elite youth player development, grassroots and women's football, national coach education courses and referee training (see pages 50–52).

In April 2020, after the postponement of EURO 2020, UEFA not only reassured national associations about the next four-year HatTrick commitment (equivalent to €775.5 million from 2020 to 2024). It also released €236.5 million to ensure associations were financially equipped to deal with the pandemic's economic fallout. Adapting to the unprecedented circumstances, UEFA allowed associations to determine for themselves how best to invest these payments to protect the game.

Time of need: how three national associations used UEFA funds to sustain clubs



Finland

The Football Association of Finland has reserved €1.5 million to compensate clubs in its top leagues for match revenue losses. In total, the fund will help 50 clubs, including teams from the men's premier league (€75,000–€100,000 per club) and first division (€20,000–€30,000 per club), the women's premier league (€5,000–€15,000 per club) and teams participating in the final three rounds of the Finnish Cup (€70,000 in total).



France

In June 2020, the French Football Federation (FFF) created an extraordinary solidarity fund, valued at approximately €20 million, to help restart the national game and to support the nation's 14,182 amateur clubs hit financially by football's shutdown.

Under the fund's conditions, every affiliated amateur club will be entitled to €10 for each registered player, with the FFF investing €7 and the leagues and districts covering the remainder. It is projected that more than two million registered players will benefit from the fund.



Romania

The Romania Football Federation invited 221 clubs to apply for up to €5,000 in funding to invest in the protection of everyone involved in playing and running football. The grants were used for the procurement of personal protective equipment and technology to store digitally registered temperatures, both critical for clubs to return to play while complying with health measures.



Adapting financial fair play rules

As well as providing assistance to European football in its time of need, UEFA recognised that financial hardship, rather than mismanagement, might prevent clubs from complying with their financial fair play obligations. In response, the second COVID-19 emergency response working group adapted financial fair play rules to take account of the extraordinary economic circumstances. Changes included:

- Extension of the deadline by one month for overdue payments relating to transfers, employees and social/tax authorities for the first assessment during the 2020/21 season – from 30 June to 31 July 2020.
- Postponement of the assessment of the financial year ending 2020. This will now take place together with the assessment of the financial year ending 2021.
- Reduction of the 2020/21 monitoring period to cover

- two reporting periods only (financial years ending 2018 and 2019) rather than the normal three.
- Extension of the monitoring period for 2021/22 to cover four reporting periods (financial years ending 2018, 2019, 2020 and 2021). Combining the assessment of the financial years ending 2020 and 2021 allows the cumulative deficit for this single period to be averaged.

While UEFA gave clubs an additional month to meet payment deadlines, the deterrent effect of its club licensing and financial fair play rules played a critical role in ensuring transfer and employee debts were settled on time. This avoided the worst-case scenario of liquidity being frozen. While club balance sheets in the reporting period were €8 billion healthier than before the introduction of financial fair play, the global pandemic's impact on football clubs' business models remained unprecedented and cannot be underestimated.



THE POWER OF FOOTBALL

Helping countries and communities

From local clubs to elite teams, European football demonstrated the power of the beautiful game to touch people's lives, even in the hardest times.

From Amsterdam to Zagreb, football continued to make a difference off the field throughout the pandemic. To help their local communities cope with the health and financial consequences of lockdowns, national associations, leagues, clubs and players launched countless initiatives:

- raising funds to purchase medical equipment:
- producing training videos about staying fit at home:
- delivering food to the elderly and
- using football's enormous reach to deliver vital health messages.

Clubs and players demonstrate football's power for good

The teams remaining in the delayed Champions League, Europa League and Women's Champions League competitions were among those who played their part.

Together with the three other German sides participating in the 2019/20 Champions League – Borussia Dortmund, RB Leipzig and Bayer 04 Leverkusen – eventual winners FC Bayern München established a €20 million solidarity fund to help clubs in Germany's top two divisions deal with the financial repercussions of the crisis. The four clubs agreed to donate their share of

the undistributed national media revenue from the German Football League (DFL) for the 2020/21 season (€12.5 million) and top it up with an additional €7.5 million.

Prior to lifting the Europa League trophy in August, Sevilla FC's Take Care of Me scheme had helped raise awareness among elderly people of staying at home to lower the risk of infection. Sevilla's foundation monitored the health of the club's more vulnerable fans, as well as making donations to local food banks to ensure the city's poorest did not go hungry during lockdown. Individual players also rallied to the common cause: Franco 'Mudo' Vázquez made a surprise phone call to a hospitalised fan to wish him well; further afield, Éver Banega and his family helped a football team from the player's Argentinian hometown of Rosario to deliver food and warm clothes to those in need.

In the women's game, Olympique Lyonnais – winners of the Women's Champions League – arranged for team members to make virtual visits and record video messages for hospitalised children. The club also competed in an esport tournament involving young people from the city, using the event to remind participants to stay at home and comply with social distance regulations.

UEFA acknowledges frontline workers

When its club competitions returned to play in August, UEFA echoed football's chorus of support for local communities by finding a unique way of expressing gratitude for the vital contribution of everyone working to protect the people's health and maintain vital public services: printing Thank You on players' shirts in their team's native language.

Dedicated television spots were broadcast during men's and women's Champions League as well as Europa League fixtures, in which participating players voiced their own thanks; a minute's silence was also held before each competition's quarter-final matches in remembrance of victims of the pandemic.





Football fans support communities

Last but not least, supporters' groups from all over Europe distinguished themselves by going out of their way to assist local communities. For example, fan groups representing traditional English rivals Everton and Liverpool joined forces to create two emergency supply hubs, one for food to help feed the city's vulnerable; the other for personal protective equipment to assist the production and distribution of visors,

scrubs and face masks, both locally and nationally.

Fundraising campaigns were also launched to support organisations fighting the virus. In Spain, supporters' groups associated with Real Zaragoza took just two weeks to raise €10,000 in cash donations for the Brotherhood of the Zaragoza Refuge, while fans of Bulgarian club Lokomotiv Plovdiv secured funds for the purchase of hospital equipment and organised blood donations.

In the Russian city of Vladimir, Spartak Moskva fans mobilised to deliver food kits to more than 100 vulnerable families. Similarly, in Poland, Śląsk Wrocław fan groups organised collections for locals to donate critical everyday items, such as water, coffee, tea, protective equipment and electric kettles, for the use of hospital staff and paramedics. In the Netherlands, the Feyenoord Rotterdam supporters' group came up with a novel idea to personalise health workers' protective suits at the Ikazia Hospital by delivering 100 pairs of the club's red and white socks.



RETURN TO PLAY

Logistical triumph

After the suspension of football in March 2020, UEFA, in cooperation with its stakeholders, changed competition formats, venues and dates, as well as creating a medical and operational protocol, to ensure the safe completion of the season.

Even with the tough decision to put its club competitions on hold in the early days of the pandemic, UEFA kept the goal of completing the 2019/20 season. With the agreement reached in March to postpone EURO 2020 to 2021 and allowing clubs to complete their domestic competitions, the European football community was already creating time and space to resume both the men's and women's Champions Leagues, as well as the Europa League and the Youth League later in the summer.

Over the next two-and-a-half months, UEFA, together with national associations, European leagues and clubs, laid the foundations for an August restart. Given the need to minimise risks and safeguard the health of everyone involved, the UEFA
Champions
League finals host

Fernando Gomes, President of the Portuguese Football Federation

"We set out on the adventure to stage the 2020 UEFA Champions League finals with a strong sense of mission and responsibility. Portugal has an enormous capacity to host major sporting events – a demonstration of our nation's entrepreneurial capacity and passion for football."

WHAT THEY SAID

UEFA Europa League finals host

Fritz Keller, President of the German Football Federation

"We were proud that UEFA chose Germany and North Rhine-Westphalia to host the 2020 Europa League finals. We had the infrastructure and experience to organise a tournament of this dimension, while the health

and hygiene protocol strengthened

confidence in the DFB."

"It was truly an honour for Spain and the city of Bilbao to host the UEFA Women's Champions League finals and to contribute to the return of the game. It will have served as an inspiration for young girls to

UEFA Women's Champions League

finals host

Luis Rubiales, President of the

Spanish Football Federation

start practising and enjoying this wonderful sport."

UEFA Youth League finals

Aleksander Čeferin, UEFA President

"The Swiss town of Nyon can be proud of helping to organise the 2020 UEFA Youth League finals – an important bridge connecting young players to the senior game. The competition conveys crucial values, such as fair play and respect, to footballers at an early stage of their development."

Executive Committee quickly realised that staging four competitions would be contingent on:

- limiting international travel;
- reducing the match schedule to lessen the physical burden on players;
- identifying secure accommodation and training facilities for players, staff and officials.









- Portugal: Champions League
- **Germany:** Europa League
- **Spain:** Women's Champions League

Each of these nations offered tried and tested operational expertise in staging elite football tournaments, as well as state-of-the-art stadium infrastructure.

To protect players' physical well-being, participating teams were permitted to register three new players and to make five substitutions per match, in accordance with a temporary change to the Laws of the Game. To further limit travel and to fit into the condensed calendar, the qualifying phases for the 2020/21 Champions League and Europa League – also due for completion in August – were reduced from home-and-away legs to a single tie

Return to Play protocol

easing across Europe and a rising number of domestic league competitions back in action, everything was in place for UEFA's club competitions to return to play. After a videoconference meeting on 17 June, the Executive Committee gave its go-ahead for an August restart – without fans, following a subsequent decision on 9 July to play all remaining 2019/20 club competition matches behind closed doors

The scene was set for an unprecedente logistical feat as the European football community worked together to

simultaneously organise four final tournaments in four different countries in less than two months. A critical step involved the design of a bespoke medical and operational protocol to establish common health and safety standards across multiple national jurisdictions.

The official Return to Play protocol was published in July, setting medical, sanitary hygiene and operational procedures for al parties taking part in and/or organising UEFA matches. These covered:

- testing players, staff and officials (as provided by leading European medical diagnostic services provider SYNLAB);
- requirements for social distancing, mask wearing and handwashing:
- adoption of travel and accommodation policies aimed at further minimising the risk of infection and transmission.

Framework for the new season

By rescheduling, reformatting and restarting UEFA's 2019/20 club competitions against the odds, the European football community did not just achieve an unprecedented feat in world sport. It also put a framework in place for the new season.

The Return to Play framework applies to all competitive UEFA matches, from men's and women's senior club and national team competitions to Under-21 matches and senior national team friendlies.







Eindhoven, Netherlands, 8 October 2019.

Daniëlle van de Donk of the Netherlands in action against Russia. The Dutch, who have already qualified for the next Women's EURO, are the reigning European champions.



To assure the Women's EURO of centre stage in the international sports calendar, the Executive Committee postponed the final tournament by 12 months. Originally scheduled for 2021, it will now take place from 6 to 31 July 2022, avoiding a direct clash with EURO 2020 and the Summer Olympics. Both of these events were delayed to 2021 because of sport's temporary halt in 2020.

England will host EURO 2022, and UEFA is determined to capitalise on such a

high-profile and historic football venue to double the reach and value of the competition – a key goal of its 2019–24 women's football strategy Time for Action (see pages 46–49).

In February 2020, UEFA revealed that tournament matches will be played in some of the world's most iconic stadiums. Old Trafford – Manchester United's legendary Theatre of Dreams – will stage the tournament's opening ceremony and match, while the final will take place at

Wembley, meaning England's national stadium will host back-to-back men's and women's EURO finals in 2021 and 2022 respectively.

In another sign of the growing status of women's competitions, UEFA has confirmed that video assistant referees (VAR) will be used throughout the finals. A funded legacy programme is also already in place to ensure EURO 2022 leaves a lasting impact for women's football off the pitch, both in the host cities and beyond.



adidas PORT LISBOAEBENACA T-GERMAIN VS FC BAYERN MI N 0 N

FOUR WEEKS, FOUR COUNTRIES, FOUR WINNERS

In an extraordinary finale to a season disrupted by the pandemic, FC Bayern München and Sevilla FC restored some sense of normality by claiming their sixth Champions League and sixth Europa League crowns respectively. In the Women's Champions League final, Olympique Lyonnais confirmed the trend, lifting a fifth successive title. In the Youth League, Real Madrid won for the first time.

It was a club season like no other. The Champions League, Europa League, Women's Champions League and Youth League all concluded in August – later than ever before – in a series of final tournaments staged in Portugal, Germany, Spain and Switzerland. It was possible to organise international events in each of these countries at such short notice because of the availability of world-class stadiums and high-standard training facilities.

The revised format ensured a safe and timely conclusion to the 2019/20 season, while avoiding delays to preparations for

the start of the next. UEFA had temporarily halted all four of its club competitions at their round of 16 phases in March, following the introduction of restrictions on travel and public gatherings across Europe.

After extensive collaboration between UEFA and key stakeholders, including national associations, clubs and leagues, the Executive Committee announced in June that UEFA's club competitions would return to play with four final eight tournaments in August. The new schedule afforded time for Europe's domestic leagues to finish their own seasons.

To minimise health risks by limiting travel and maintaining a high level of hygiene at training, matches and accommodation, each tournament was played behind closed doors in one host nation and followed a single-match format rather than the traditional home-and-away ties. It was also agreed that all outstanding round of 16 second-leg matches should take place at their original venues with the exception of two Europa League round of 16 ties, whose first leg could not take place in March. These were decided in single-leg encounters in Germany: FC Internazionale Milano v Getafe (2-0) and Sevilla FC v Roma (2-0).

Lisbon, Portugal, 23 August 2020. Thiago Alcantara celebrates Bayern's sixth Champions League title, decided by Kingsley Coman's second-half header (below)





Top 3 Champions

League

2019/20

goalscorers



7-23 August 2020

Winners: FC Bayern München **Host city:** Lisbon (Portugal)

Lisbon's Estádio do Sport Lisboa e Benfica and Estádio José Alvalade provided a fitting backdrop to the Champions League final eight tournament. In the first-ever decider to be played after June, French international Kingsley Coman scored the only goal of the game as FC Bayern München overcame debut finalists Paris Saint-Germain FC.

Victory marked the completion of a statistically perfect Champions League campaign for the German champions. No other club has ever achieved a 100% win record in the competition.

FOR BAYERN 100% First-ever champions to win all their matches since the creation The highest average rate of goals per match – **43 in 11** games – since of the competition in 1955 Real Madrid in the 1960 Champion Clubs' Cup **Erling Haaland**

A PERFECT TRIUMPH





10-21 August 2020

Winners: Sevilla FC Host cities: Cologne, Duisburg, Düsseldorf, Gelsenkirchen (Germany)

AufSchalke in Gelsenkirchen and Duisburg's MSV Arena. Sevilla FC extended their enviable record in the competition with a sixth triumph in six final appearances. Los Palanganas defeated FC Internazionale Milano 3-2 in a highly entertaining game in Cologne,

with a second-half own goal from Inter's

2019/20 Europa League player of the year

Romelu Lukaku proving crucial.

Stadion Köln, the Düsseldorf Arena, Arena

taking place in four cities: Cologne's

Cologne, Germany, 21 August 2020. Luuk de Jong scores Sevilla's second goal. The Andalusian club has won the Europa League six times in as many finals.







League triumph.
Left: Lyon's Delphine

Cascarino and VfL

Wolfsburg's Ingrid

action during the final

Syrstad Engen in

WOMEN'S

21-30 August 2020

Winners: Olympique Lyonnais Host cities: San Sebastián, Bilbao (Spain)

The Women's Champions League reached its conclusion in the Spanish cities of San Sebastián and Bilbao. The final eight tournament brought together two old rivals for a thrilling final, Olympique Lyonnais and VfL Wolfsburg meeting for an unprecedented fourth time in the deciding match. Lyon's 3-1 victory secured their fifth consecutive Champions League victory and seventh title overall – both new records. Eight of Lyon's team were subsequently selected for UEFA's squad of the season, underlining the French outfit's dominance of return to play of women's club football European women's club football

The global audience tuning in to UEFA's month-long feast of elite club football provided a perfect platform to showcase the growing status of the most prestigious club competition in women's football: ten days of the best female players and teams playing thrilling knockout matches live on television in world-class stadiums the Anoeta stadium (San Sebastián) and San Mamés (Bilbao). The event also added much needed momentum to the across Europe.

Earlier in the season (December 2019), the Executive Committee underlined its commitment to raising the status of UEFA's women's competitions – a key goal of its 2019–24 women's football strategy Time for Action (see pages 46–49) – by unveiling ambitious plans for the 2021/22 edition of the Women's Champions League. These will see the format more closely aligned to the men's competition, with the current round of 16 due to be replaced by a group stage, and the two preceding qualifying rounds split into a champions path and a league path.

Developed in close collaboration with clubs and the European Club Association (ECA). the changes will ensure more competitive matches, as well as guarantee the participation of at least ten national associations in the group stage. Centralised marketing and television coverage will also increase the visibility and value of the competition. Together, they set a new benchmark for international women's club football.





16-25 August 2020

Winners: Real Madrid CF **LEAGUE**[™] **Host town:** Nyon (Switzerland)

The Youth League finals, which have always used the singlematch knockout format, switched from April to August, but stuck to their traditional venue of Colovray Stadium in Nyon. This season's tournament schedule started at the guarterfinal rather than the semi-final stage and included the two remaining round of 16 matches.

Real Madrid CF, who had never previously reached the final, claimed their first-ever Youth League title with a thrilling 3-2 victory over SL Benfica. Having knocked out Juventus, Inter and RB Salzburg along the way, Los Merengues - coached by Real legend Raúl González - held on to victory despite two goals from Benfica's Gonçalo Ramos. The 19-year-old's brace ensured he finished the competition as the joint top goalscorer with eight goals, alongside Atalanta's equally prolific Roberto Piccoli.

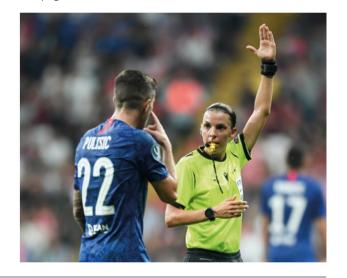


14 August 2019

Winners: Liverpool FC **Host city:** Istanbul (Turkey)

In the first all-English Super Cup match, 2019 Champions League winners Liverpool edged Chelsea, reigning Europa League holders, at Besiktas Park in Istanbul, Turkey, on 14 August 2019. The title was decided by a penalty shoot-out for only the second time in Super Cup history, with the teams reaching the end of normal time at 1-1 before sharing a goal apiece in extra time. Liverpool goalkeeper Adrián was the Reds' hero, making a decisive save that secured his team their fourth Super Cup triumph.

In a European football milestone, Stéphanie Frappart of France became the first woman to referee a major UEFA men's match (see pages 40–41).



UEFA awards distributed in Monaco

The 2019/20 Champions League and Europa League group draws held in Monaco in August 2019 doubled up as an awards ceremony for the best men's and women's players of the

Liverpool FC defender Virgil van Dijk was named the UEFA Men's Player of the Year for 2018/19, having starred in the Champions League final victory against Tottenham

previous season.

Hotspur FC, while teammate Alisson **Becker** received the Goalkeeper of the Season award for his role in the Reds' sixth European

> triumph. The other men's prizes went to Frenkie de Jong of AFC Aiax (Midfielder of the Season) and FC Barcelona's Lionel Messi (Forward of the Season). Olympique Lyonnais and England right-back Lucy Bronze became the

first defender to win the

UEFA Women's Player of the Year award, in recognition of her role in helping the French side claim a fourth successive Women's Champions League title.

Chelsea FC's Eden Hazard - scorer of two goals in the Blues' final victory over London rivals Arsenal FC – was voted the 2018/19 Europa League Player of the Season. Former French international and Manchester United FC icon Éric Cantona (pictured left) received the 2019 UEFA President's Award from Aleksander Čeferin for his outstanding achievements in football.

BREAKING NEW GROUND

In 2019 and 2020, UEFA staged three successful Under-19 national team championships, bridging men's and women's youth football and futsal. All three competitions will change format for their next editions, raising the bar for participating teams.



Under-19 Championships

In the first-ever UEFA tournament to be hosted by the Football Federation of Armenia (FFA), more than 50,000 fans attended the 2018/19 men's European Under-19 Championship finals held in July 2019. Spain emerged victorious thanks to a 2-0 win over reigning champions Portugal in the final. The event, which took place across three venues in Yerevan, was a great success for the FFA. The hosts provided high-quality training facilities for teams, recruited 120 staff (many of them volunteers), and ran a popular fan zone in the capital's city centre to successfully deliver the tournament.

At the same time as the men's tournament, the Scottish Football Association (SFA) hosted the 2018/19 women's Under-19 finals, which saw France claim their fifth title by defeating Germany. Both teams – along with losing semi-finalists Spain and the Netherlands – were awarded places in the FIFA U-20 Women's World Cup due to be held in 2021.

As part of UEFA's tournament legacy programme, the SFA capitalised on the event to inspire a new generation of young footballers in Scotland. A trophy tour visited 30 schools, while 10 football festivals and 13 workshops focused on coaching and refereeing development.

New formats level the playing field

The Executive Committee underlined UEFA's commitment to ensuring that future editions of both these competitions benefit from tried and tested innovations in the senior men's and women's game by announcing new formats.

Men's Under-19s: the next edition of the men's European Under-19 Championship, rescheduled from 2020–22 to 2021–23, will adopt the same format as the Nations League – a three-league, three-round qualifying phase incorporating promotion and relegation, with the five League A group winners and two best runners-up after round 3 joining the hosts in the final tournament. The decision was made in September 2019 after a full consultation



with member associations and the Youth and Amateur Football Committee.

Women's Under-17s and Under-19s: from 2021/22, youth teams competing in these competitions will play in two leagues over two rounds, with promotion and relegation directly linked to results.

This change guarantees Europe's women's youth teams more opportunities to play elite-level matches, enhancing the competitive balance. The decision-making process involved data analysis, consultation with internal and external experts and the Women's Football Committee, as well as a workshop with coaches.

Futsal fever

European futsal continued to break new ground with Latvia's successful staging of the inaugural Under-19 Futsal EURO in September 2019 and the decision to expand the number of teams taking part in Futsal EURO 2022. Of the 35 countries participating in the Under-19 Futsal EURO, eight qualified for the final tournament played in the 9,975-capacity Riga Arena. Once again, futsal powerhouses Portugal and Spain – the respective champions and runners-up at Futsal EURO 2018 – proved their strength by reaching the semi-finals alongside Poland and Croatia. Although the Croats upset Portugal in the last four, they were no match

for the imperious Spanish in the final. Watched by more than 2,000 spectators, La Furia Roja claimed the first Under-19 Futsal EURO title with a dominant 6-1 victory.

Member associations and the Futsal and Beach Soccer Committee recognised the sport's increasing popularity by agreeing to a significant shift in the size and format of Futsal EURO 2022. For the first time the final tournament, to be hosted by the Netherlands, will feature 16 teams compared with 12 in 2018, while an eight-group qualifying stage will also follow a new home-and-away format. It will also follow the same four-year cycle as the EURO and the Futsal World Cup.



How the 2019/20 youth and futsal competition calendar changed

In parallel with other UEFA committees, the Youth and Amateur Football Committee substantially rewrote its competition calendar to adapt to football's temporary halt. The Executive Committee took the difficult decision to cancel several competitions to reduce the pressure on member associations.

Postponed

All 2020/21 youth championships (women and men): qualifying matches moved to spring 2021

March-October 2020: all futsal matches postponed

2019/20 Futsal Champions League finals: switched from April 2020 in Belarus (Minsk) to Spain (Barcelona) in October 2020

2020 FIFA Futsal World Cup in Lithuania rescheduled to October 2021

2020/21 UEFA futsal competitions delayed

Women's Futsal EURO 2021: preliminary and main rounds rescheduled to May and October 2021 and final round to May 2022

Cancelled

Men's competitions

2019/20 Under-17 Championship* 2019/20 Under-19 Championship* 2020/21 Regions' Cup **Women's competitions**

2019/20 Women's Under-17 Championship* 2019/20 Women's Under-19 Championship*

*Elite rounds and final tournament

STRIVING FOR EXCELLENCE

Progress was made throughout the season in implementing new technology to help referees on and off the field, as well as raising the profile and quality of female match officials.

Leveraging modern technology, both to keep pace with changes in the game and to adapt to challenges caused by the pandemic, brought significant benefits to many of UEFA's refereeing activities in 2019/20.

Expansion of VAR and online collaboration

After its successful introduction in the men's Champions League knockout phase in the 2018/19 season, UEFA's video assistant referee (VAR) programme continued to expand. The technology was used for the first time in the play-off and group matches, while a further 20 referees were trained in how to use the technology in readiness for future seasons.

From mid-March, technology and digital tools played a role off the field by helping UEFA overcome national lockdowns to maintain contact with its pan-European network of 1,200 referees, assistant referees, futsal referees and referee observers.

Together with the Referees Committee, UEFA regularly hosted online collaboration sessions for match officials. These included masterclasses on different technical topics, weekly video quizzes and special home and group training designed by Professor Werner Helsen, a sports scientist and referee training expert.

Development of the Perception 4 Perfection online training tool was also accelerated. This draws on video footage of fouls, offsides and goal-line situations, as well as feedback from referee observers, to improve decision-making skills on the pitch. The increased reliance on digital platforms led to unexpected and long-term benefits by bringing referees based in 55 different countries closer together:

Community: in the past, Europe's top 100 referees only came together as a community when they gathered for two pan-European training courses. Now they can regularly exchange ideas and experiences through group chats with the rest of UEFA's nearly 400 official referees.

Training: while online training videos for match officials were already available, their use accelerated as a result of the pandemic and is now standard practice for many national associations.

Breaking down gender barriers

In a landmark decision, France's Stéphanie Frappart was selected to referee the 2019 Super Cup match between Liverpool FC and Chelsea FC – the first time a woman has overseen a major UEFA men's event. Frappart had already broken new ground the previous season by becoming the first female referee to take charge of a men's Lique 1 match in her home country.

In a further sign of UEFA's commitment to removing traditional gender barriers, some of Europe's leading female assistant referees officiated at 2019/20 Europa League matches, while 38 assistant referees with frontline experience of officiating in the top two men's divisions of their respective national associations attended a new training course. Staged in Nyon in November 2019 and designed to select the 24 assistant referees who will officiate at Women's EURO 2022, the sessions focused on a variety of key topics:

- Offside
- Reading the game
- Concentration and awareness
- VAF

All future referee training for the Women's EURO will now incorporate VAR certification.

"Referees appreciate the online group training. It's a great way to stay in touch. In difficult times, we need to act as a team."

Werner Helsen
UEFA referee fitness consultant







RETURN TO PLAY

2 MATCH CALENDAR

NATIONA ASSOCIATI

WOMEN FOOTBA

5 MED RIGH

EURO 2

HUMA RESOUR

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MEDICA PROTOC

TEAMWORK AMID A PANDEMIC

Delivering on our mission in such an extraordinary year required exceptional teamwork. In a four-part series, we go behind the scenes to hear first-hand how UEFA teams had to adapt their skills to football's 'new normal'.



V

KEITH DALTON

UEFA chief of football operations

Role: Managing the sporting side of all UEFA competitions

Biggest challenge during pandemic: Getting UEFA competition matches back up and running again with minimal risk to those involved

Organising matches in countries with different lockdown measures

What would a normal season look like for you?

We're in touch with national associations and clubs to help prepare for their matches. We establish all the operational and organisational procedures to determine what needs to be done in each competition and each match. This is to ensure that they are played in accordance with our regulations and reaches the level of delivery we expect.

What changed because of the pandemic?

The fact that some games were cancelled, while others were played normally or behind closed doors, was a very complicated and dynamic situation we had to deal with.

When everything was shut down, we immediately switched our focus to how we could get the matches back up and running. In response to the situation, we created the Return to Play protocol which set out all of the operational parameters and requirements that would need to be implemented, particularly regarding testing and health and safety. These were then translated into the actual operational procedures needed on site.

One of the other big challenges we faced was that the lockdown and travel policies in each country were changing regularly to adapt to their own, specific situations. That meant we had two key roles to play. First, understanding how the relationships and movement rules worked across UEFA's 55 member nations. Second, ensuring that everyone involved clearly understood how the different rules would affect them.

What did you learn from the 2019/20 season?

I think we're still learning many lessons as we go, but what has become clear is how important it is to have a strong network, strong contacts and to build relationships with the national associations and clubs.

It's only by working together, acting as a team and trying to reach the same objective that European football has managed to overcome the many obstacles it faced in the 2019/20 season. I've truly realised that Europe has a strong and united football community.

"I've truly realised that Europe has a strong and united football community."



TOBIAS HEDTSTÜCK

Senior manager for UEFA club competition regulations and calendars

Role: Long-term planning of UEFA's club competitions

Biggest challenge during pandemic: Developing 1,000 calendar scenarios to answer the same question: When could UEFA competition matches safely return to play across Europe?

Developing 1,000 calendar scenarios

What would a normal season look like for you?

We focus on the long term by preparing and planning for how competitions will look in the future. This is based solely on the strategic sphere of organising competitions, which includes overseeing calendars, regulations and access lists, rather than the operational aspects of individual matches.

To give an idea of how far into the future we plan, we started working on the 2021–24 cycle back in the 2017/18 season. At that point, we start looking at optimisation, the number of teams involved, the format and the calendar.

It's very difficult taking all of these factors into consideration, but we try to find the right balance for our competitions to be successful and, in particular, for the Champions League to remain the greatest club competition in the world.

How did your job change because of the pandemic?

Fundamentally, we had to scrap our calendar and begin again in very testing circumstances. For example, the pandemic situation changed dramatically every single day and we also needed to focus much more on the calendars of all stakeholders since COVID-19 affected each country in a unique manner at different times.

To prepare for the essentially unpredictable, we developed over 1,000 scenarios. These considered every possible outcome, from shortening competitions to calendar optimisation, so that we could adapt to anything and answer theoretical questions very quickly.

The starting point for each scenario was always the same: How can we return to play and maintain the right balance between timing, health and safety and economic value? This was a very tough process, but it needed to be done.

Can you identify a single, key turning point in the 2019/20 season?

Adapting our plan so all teams were available to resume UEFA competitions at the same time. From this perspective, one of the most important decisions we took was to allow clubs to complete their domestic seasons before resuming UEFA competitions. It was also critical to ensure our competitions were able to finish. The knockout format of our competitions gave us much more flexibility to do this than domestic leagues.

In essence, the crisis helped us switch priorities to focus on a simple question: How can we start playing again?

"The crisis helped us switch priorities to focus on a simple question: How can we start playing again?"



DEVELOPING THE GAME

2019/20 at a glance

- UEFA's 2020–24 strategy for developing women's football progressed against its priority goals. Highlights included: a new format for the 2021/22 Women's Champions League and a new partnership with Disney to attract more girls to football
- Despite EURO 2020's postponement, the HatTrick assistance programme will honour its commitments to channel EURO revenue into football development projects
- For the first time, the UEFA Academy expanded its football management course to football professionals outside Europe, while the Assist programme's Bounceback initiative helped non-European associations respond to the pandemic
- The Football in Schools programme went live, spearheading UEFA's mission to offer equal opportunities for everyone to play football
- The fourth UEFA Coaching Convention was published, setting technical standards for the next generation of European coaches

San Sebastián, Spain, 25 August 2020. Ewa Pajor (Wolfsburg) connects with an overhead kick against Barcelona in the Women's Champions League semi-final.

WOMEN ON TRACK TO MEET TARGET

One year since launching its four-year strategy for women's football – Time For Action – UEFA has made impressive progress. Key steps include a new format for the Women's Champions League, a guide to help national associations develop women's football strategies and the launch of the Playmakers programme in partnership with Disney.

The 2019/20 season marked the first year of implementing Time For Action – UEFA's four-year strategy to secure the long-term future of women's football. Despite the inevitable impact of the pandemic on all competitions and development projects – the subject of an ongoing evaluation – the strategy remains on track to meet its 2024 targets. Critically, UEFA has already secured all the funding needed to implement Time For Action – equivalent to a 50% increase on the previous budget for developing women's football.

Strategic priority 1

Driving participation

Number of women and girls playing football 1.25m / 1.6m

By 2024, the strategy aims to double the number of girls and women playing football, from 1.25 million in 2019 to 2.5 million. According to the results of a UEFA national associations' GRASS survey, published during the 2019/20 season, an additional 300,000 more women and girls were playing the game in 2020 compared with 2019.

The improved profile of elite women's football has certainly played a role in driving this trend (see page 36), but UEFA also expects long-term rewards from a promising new grassroots initiative.

Launched in 2020 with Disney, Playmakers (see page 49) helps young girls, aged 5–8,

discover the fun in exercising

Such innovative approaches are driven by the Together #WePlayStrong campaign, which was set up in 2017 to increase participation levels among 13-17-year-old girls by shifting the overall perception of women's football. By the end of the 2019/20 season, the campaign had attracted a global audience of more than one billion, helped in part by two related initiatives: 'Strong is...' and 'Together #WePlayStrong #TrainAtHome', created in collaboration

#TrainAtHome helped keep amateur and grassroots players involved with footbal during lockdown, and featured Team Visa athletes such as Nikita Parris, Vivianne Miedema and Beth Mead running daily home workout drills.







Systematically raising the status of all its competitions is central to transforming public perception of women's football across Europe. One year into the strategic period, there are already signs of progress, with increased recognition of the game's role in increasing self-confidence. An estimated 77% of the general population now describe girls and women that play football as 'strong' (source: market research by Future Thinking 10). In 2019/20, UEFA followed a twin-track approach to raising both the quality and profile of its women's competitions:

1. Introducing more competitive formats for the 2021/22 editions of the Women's Champions League and the Women's Under-17 and Under-19 Championships (see pages 38–39).

2. Staging showpiece matches at iconic football venues

In February 2020, the Executive Committee

decided that the 2022 and 2023 Women's Champions League finals will be played at the Juventus Stadium in Turin and the Philips Stadion in Eindhoven respectively. In the same month, UEFA also confirmed that the opening match of Women's EURO 2022, hosted by England, will take place at Manchester United's Old Trafford stadium, with the final set for Wembley in London (see page 30).

Strategic priority 4
Enhancing governance structures
Female representation on UEFA bodies

+58% since 2019

While there is still room for improvement, the past season has seen steady progress in efforts to create more opportunities for women to occupy key decision-making positions within European football.

Three scholarships were awarded to women enrolling on the UEFA Academy's Executive Master for International Players (MIP), while the Women in Football Leadership Programme was created in close cooperation with FIFA. Female representation on all UEFA's governing bodies also increased – a key priority goal.

Strategic priority 5

Increasing visibility and commercial value
Growth in value of UEFA Women's EURO

X since 2017

Decoupling women's football rights from the men's game has been a game changer in UEFA's commercial development of its women's competitions. In 2019/20, the number of dedicated partners increased to five with PepsiCo joining Visa, Esprit, Hublot and Nike.

By the end of the season, two new developments had put the Women's Champions League and Women's EURO on track to double their overall value and reach – both key building blocks in securing a sustainable and professional future for the women's game:

- 1. Introduction of centralised marketing and media rights for the Women's Champions League (see page 36).
- Announcement that media rights' sales for Women's EURO 2022 are likely to exceed the equivalent EURO 2017 figures.

Strategic priority 2 Developing the game Funding available for national associations through UEFA's Women's Football Development Programme 2020 2024 +50% €22m €33m

Time For Action's budget includes annual incentive payments of €150,000 to each of UEFA's 55 member associations, totalling €33 million over the next four years. While this funding will support specific projects to develop women's football, UEFA is also encouraging associations to create their own national strategies to guide investment. To date, 31 associations have introduced dedicated strategies, while, in the past year, more than 900 association staff across Europe have received training on topics specifically related to women's football.

To ensure these strategies align with its own pan-European goals, UEFA has worked with associations, FIFA, industry experts and football leaders to provide a user-friendly guide – Developing a National Women's and Girls' Football Strategy. Distributed to all member associations, this identifies eight critical steps to building women's football strategies.

UEFA has also driven development by opening new pathways for promising

"The development of women's football and its foundations are fundamental to the success of football as a whole."

Anne Rei, chairwoman of the UEFA Women's Football Committee and general secretary of the Estonian Football Association

young female coaches and players, such as its coach development programme for women. In the past season, 238 women have won scholarships to study for UEFA coaching licences. Another nine up-and-coming coaches are following a coach mentoring scheme. National team competition regulations have also been adjusted to oblige all participating clubs to appoint a female head coach or assistant coach by the 2020/21 season. UEFA has also worked with the national

associations of Slovakia, Hungary and the Czech Republic at regional level to ensure talented female Under-14 players have the opportunity to develop both their skills and their football careers.

Playmakers programme: Disney partnership breaks new ground

By teaming up with Disney to launch the Playmakers programme in early 2020, UEFA broke new ground in its pan-European efforts to increase girls' participation in sport. Inspired by research at Leeds Beckett University in England, as well as work already conducted by the English FA, this highly innovative programme combines storytelling with exercise to nurture far more than football skills.

By using the narrative of Disney and Pixar's animated film Incredibles 2, Playmakers introduces young girls to critical life skills such as making friends, teamwork and respecting others through the joy of playing sport.

The programme also aims to attract more female coaches into grassroots football and enforce safeguarding standards across Europe.



When the pandemic forced seven national associations – Austria, Belgium, Norway, Poland, Romania, Scotland and Serbia – to postpone their pilot projects, Playmakers moved online.

Play at Home with Playmakers allowed girls to experience the key benefits of the programme while staying at home during national lockdowns.

BUILDING THE BEAUTIFUL GAME

Since its creation in 2004 to channel EURO profits back into the game, UEFA's HatTrick assistance programme has almost tripled its funding. By the end of its fifth four-year cycle in 2024, HatTrick will have channelled €2.6 billion into football development projects across the continent.

The HatTrick programme is one of the largest solidarity initiatives in sport, accounting for a significant proportion of the revenue from UEFA's European Championships, which is reinvested to develop the game. Each year, the programme distributes more than €190 million to UEFA's 55 member associations to support a hat-trick of goals:

- 1. increased investment funding
- 2. improved education
- 3. wider knowledge sharing

National associations across Europe rely on HatTrick incentive payments to implement many of the activities described in this report: anti-match-fixing and integrity initiatives, the club licensing system, elite youth player development, good governance, grassroots football, women's football, national coaching courses, referee training, social responsibility projects, travel expenses for national teams, and UEFA youth, women's, futsal and amateur competitions.

HatTrick's contribution to the welfare of European football was never clearer than in March/April of this reporting period, when the pandemic brought the game to a temporary halt. Despite the postponement of EURO 2020, UEFA quickly reassured associations that it would honour the next four-year commitment (equivalent to €775.5 million from 2020 to 2024).

The 2019/20 season bridged the fourth and fifth HatTrick cycles. This section looks at three national associations, representing different sizes and locations, to show how they are investing HatTrick funds to protect and develop their national game.

HatTrick case study



Football Association of Iceland (KSÍ)

KSÍ construction fund

Objective: build on financial support from the second, third and fourth HatTrick cycles to ensure club facilities meet minimum standards. **Project:** creation of a construction fund, available to all KSÍ members each year, to support projects that will upgrade club facilities and infrastructure, including stadiums, mini-pitches and supporter areas. **Result:** the KSÍ hopes to support 8–10 projects every year throughout the fifth HatTrick cycle (2020–24).

COVID-19 – solidarity fund impact

The KSÍ covered registration fees and travel expenses of all clubs participating in the Icelandic championships in 2020.





French Football Federation (FFF)

Development of small-size pitches for futsal and five-a-side football

Objective: encourage the public to play futsal and five-a-side football.

Project: convert existing outdoor structures (e.g. multisport spaces, unused tennis courts) into new futsal pitches and increase the FFF's involvement in facilitating five-a-side football.

Result: to date, the initiative has supported the construction of four removable structures for five-a-side football, 38 outdoor futsal pitches and 24 five-a-side football pitches.

Youth and amateur clubs' development

Objective: support French youth and amateur clubs.

Project: recognise the contribution of amateur clubs to the success of national football by launching a direct-aid policy for French clubs.

Result: during the 2018/19 and 2019/20 seasons, the FFF helped more than 13,000 eligible amateur clubs acquire essential football equipment, including balls, mini-goals, material and training kits. The FFF offered a voucher worth at least €500 to football and futsal clubs, plus men's and women's football schools, with a set number of registered players.

COVID-19 – solidarity fund (See page 18)

"Redistribute revenue generated by football in accordance with the principle of solidarity and support reinvestment in favour of all levels and areas of football, especially the grassroots of the game."

UEFA Statutes





DEVELOPING THE GAME • SOLIDARITY

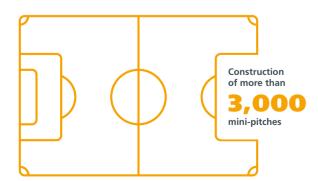
SOLIDARITY • DEVELOPING THE GAME





HatTrick programme – the score so far

From 2020 to 2024, total HatTrick funding will amount to €775.5 million – an increase of €165 million compared with the €610.5 million distributed over the previous cycle (2016–20). This will bring cumulative EURO revenue invested in football development since HatTrick's launch in 2004 to €2.6 billion by 2024 – with benefits for the entire European game.





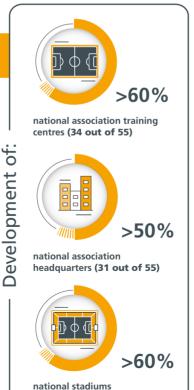
680+
investment
funding projects



90+ social and environmental projects



500+ women's football development projects



(34 out of 55)

LIFELONG LEARNING

In 2019/20, the UEFA Academy not only expanded the number of educational programmes on offer to professionals working in football, but also received more applications than ever.

Since 2019, the UEFA Academy has overseen two of the HatTrick programme's three goals: improved education and wider knowledge-sharing. It offers educational programmes specifically tailored for managers, players and specialists developing their football careers. Subjects include administration, communication, corporate and social responsibility, finance, governance and law.

Academy courses were previously limited to participants from UEFA's 55 member associations as well as football professionals, including former players and managers. However, in 2019/20, the academy opened its 2019/20 Certificate in Football Management course to professionals working in football across the world. The response was impressive, with 27 students selected from 20 countries and five continents.

The academy broke more new ground by launching an educational programme for supporter liaison officers, whose role includes ensuring constructive dialogue between fans and clubs and providing spectator feedback to UEFA, clubs and/or national associations. Working in close collaboration with UEFA partner SD Europe – an organisation representing grassroots and national supporters' organisations – the academy piloted the new programme in Denmark and Russia for full-time and volunteer supporter liaison officers.

The academy also plays an important role in helping elite footballers manage their careers, both as current and former players. The UEFA for Players app, introduced during the 2019/20 season, uses real-life case studies and immersive simulation videos to ensure young professional footballers are better equipped to cope with challenges on and off the pitch. Topics include how to deal with the media and what to do if approached

about match-fixing. More than 300 players participating in the 2019/20 UEFA Youth League completed all the app's modules.

The academy helps retired players equip themselves to build a second career in football. In October 2019, at UEFA's headquarters in Nyon, Switzerland, 21 former international footballers celebrated their graduation from the second edition of the Executive Master for International Players (MIP). The course is designed to help ex-pros transfer their playing strengths into effective management skills, as well as guickly transition into key decision-making roles. UEFA MIP alumni and participants include Jason Roberts. Emile Heskey. Geremi, Eric Abidal, Florent Malouda, Paul Elliott, Patrick Mboma, Gilberto Silva and Didier Drogba. Some 61 former professional



footballers applied to enrol on the third edition of the Executive Masters – compared with 37 in 2018.

By drawing on its experience in creating online educational modules, the academy was able to minimise the impact of the pandemic on students. While a few programmes were postponed, nearly all of them took place online as live virtual training sessions.



SUPPORTING FOOTBALL'S **GLOBAL DEVELOPMENT**

By working closely with UEFA's sister confederations and their members, the Assist programme contributes to the global development of football.

Since 2017, UEFA's Assist programme has shared the know-how and experience of European football with countries around the world. In the 2019/20 reporting period, Assist delivered results in all four of its main 3. Strengthening infrastructure areas of focus:

1.Building capacity

In addition to staging leadership retreats to help associations create operational plans, implementation of Assist's player pathway development programme in Tanzania laid the foundations for establishing a national talent academy. With Assist support, Jamaica developed a legacy programme to capitalise on the first-ever appearance of its national team at the Women's World Cup in France.

2. Developing youth football

had supported the organisation of 11 youth power to connect continents, the Slovak football tournaments outside of Europe. With 13 UEFA member associations also participating, these events allowed

young footballers to widen their experience of playing styles and cultures, and to grow both on and off the field.

Of the 200-plus football development projects that Assist has supported in almost 60 countries in the past three years, many are small-scale projects designed to make an instant impact. In 2019/20, one such initiative allowed Uganda's national association to conduct a turf management course and in-depth pitch inspections. This resulted in the purchase of maintenance equipment for 17 stadiums across the country.

4. Supporting member associations

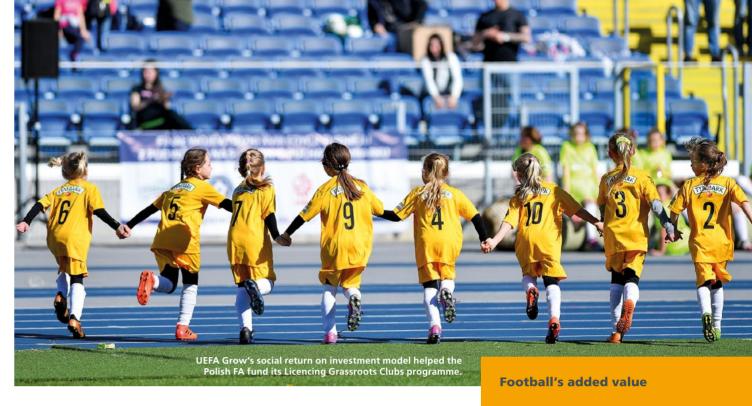
Some 17 UEFA member associations helped their counterparts in other confederations Before the pandemic restricted travel, Assist during 2019/20. In one example of football's Football Association invited the Botswana women's national team to attend a training camp. The Football Association of Ireland

sent development officers to the British Virgin Islands to boost youth football.

With football around the world struggling to cope with the impact of COVID-19, Assist launched three new projects to support non-European national associations:

- Bounceback helped associations adapt their existing business models to deal with ongoing challenges as effectively as possible
- Home and Away invited UEFA member associations to donate surplus clothing and equipment for distribution to non-European associations worst affected by the pandemic and/or other emergencies.
- Online Football Forum, a private LinkedIn group, shared training materials, best practices and updates on Assist projects. More than 200 football stakeholders signed up during the reporting period.





SECURING FOOTBALL'S FUTURE

UEFA Grow complements HatTrick funding support by helping Europe's national associations fulfil their potential for growth, on and off the pitch.

For the past five years, UEFA's Grow programme has offered a range of business development services to support national associations in their management of the game: from rebranding and marketing to identifying new revenue opportunities and increasing rates of participation.

In October 2019 at a conference in Madrid, Grow launched Football Federations of the Future to support associations in designing a strategic road map for developing the game in their respective countries.

By drawing on the first-hand experiences of 25 associations, participants created a single strategic planning framework. When travel restrictions forced the cancellation of a follow-up conference – originally scheduled for October 2020 – Grow ran a series of webinars to maintain close ties with the national association community.

Measurable difference

During the reporting period, Grow guidance made a measurable difference across two key areas of football development:

- Evaluation of commercial revenue strategies for 34 associations (including provision of post-evaluation guidance) helped the Royal Belgian Football Association to increase its commercial revenue by 50%.
- Cooperation with 42 associations on increasing female player participation delivered an average 15% growth in participation rates across these countries compared with the previous year.

Social return on investment numbers add value for Poland

To help national associations make the case for increased public and private sector investment, in 2019 Grow provided access to data demonstrating the economic and social benefits of mass participation in football. This allowed several associations to secure additional funding, including the Polish Football Association, which secured a new sponsor for the national team and received €7.8 million in government funding for its Licencing Grassroots Clubs programme.

puts a precise monetary value on the benefits of mass participation in grassroots football.

Cumulative SROI of football in Europe (per year):

€39.3bn



▶ €16.2bn in

healthcare savings



► €12.3bn in savings



€10.8bn in direct contributions to the economy





schools in ensuring that a child's first experience of playing football is positive.

Over the next four years, UEFA will invest €44 million from its HatTrick assistance programme (see pages 50-52) for national associations to invest in grassroots football development. Of this, €11 million is earmarked for improving school football. At the start of the season, a series of workshops and webinars provided a forum for all 55 associations to share their own best practice and knowledge of school football and learn about the grant application process. This provided the basis for building a robust project plan setting out clear objectives and requirements. Three seminars were subsequently staged in Italy, Northern Ireland and Romania.

The closure of schools to protect local communities from the pandemic, coupled with travel restrictions, inevitably affected the roll-out of the Football in Schools programme across Europe, forcing the postponement of additional seminars. Plans to highlight the initiative by staging a school football competition in Rome shortly before EURO 2020 were cancelled. The event, involving teams representing all 12 host countries, will now take place in 2021 during the build-up to the rescheduled tournament.

Despite these setbacks, UEFA restored momentum by switching on-site events in Malta, Norway and Russia to webinars. The change in format brought an unexpected benefit: meeting online rather than travelling for face-to-face meetings afforded participants more time to draft their national Football in Schools strategies. Building on this success, UEFA also initiated a weekly forum, with member associations invited to present case studies on how they plan to deliver Football in Schools. By creating a network of engaged grassroots

experts, the forum has quickly become a valued information resource for associations wishing to exchange new thinking and best practice about all aspects of grassroots football development.

2. Grassroots coach education

Following the approval of its fourth Coaching Convention (see pages 58–59), UEFA conducted a detailed review of its grassroots coaching qualification. This focused on implementing the new competency-based approach as well as identifying the basic skills that coaches need to demonstrate to attain the new UEFA C diploma.

Based on lessons learned from the Football in Schools webinar series and efforts to support associations' coaching programmes throughout national lockdowns, the next cycle of grassroots coach education will incorporate a mixed online and face-to-face approach.

UEFA president Aleksander Čeferin joined a football festival, staged in his home country's capital Ljubljana, to launch the Football in Schools programme.

3. Club development

In addition to progress made in the first two focus areas of UEFA's grassroots football programme, a group of experts is designing a framework for grassroots club development. Due for delivery in spring 2021, this will establish best practice guidelines, while leaving scope for associations to adapt their national plans to local circumstances.

As with Football in Schools, the framework's roll-out will include a comprehensive support programme, with the creation of an online community to share lessons learned.

UEFA Grassroots Awards winners 2019

BEST
DISABILITY
INITIATIVE
Star League
(Norway)

BEST GRASSROOTS LEADER Fatima Husseir (England) GRASSROOTS
CLUB
Alternative Sports
Club ZŁY (Poland)

GRASSROOTS
PROJECT
Kick off for a r

BEST PROFESSIONAL FOOTBALL CLUB Aberdeen FC (Scotland)

UEFA ANNUAL REPORT | 2019/20

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with the convention and several new features. These include the first-ever inclusion of criteria for C, Youth B and Goalkeeper B UEFA diplomas, alongside existing guidelines for Pro, A, B, Elite Youth A, Goalkeeping A and Futsal B qualifications. Conference participants provided feedback and also used realitybased learning methods to test how the convention can be implemented most effectively. The conference also explored alternative ways of improving coach education.

Keeping Europe's coaching community connected

changes to their way of working:

- Replacement of on-site meetings with online seminars: this approach proved so successful that even when travel restrictions are eventually lifted, future coaching events will incorporate a mix of online education sessions with offline face-to-face meetings.
- Development of new education materials: 'curriculum builder' and 'the fitness competence framework' were quickly set up to help national associations continue delivering their coach education programmes.

Curriculum builder helps associations to a coherent and integrated set of



Coach development programme for women: 2019/20 in numbers

launched by UEFA



for voung coaches

experienced coaches to be personal mentors for 9 Pro and A licence women coaches

awarded UEFA coaching

scholarships

- **96** B licences



national associations used UEFA funding to help

educate female coaches for the first time



Travel restrictions introduced to slow the spread of COVID-19 forced the cancellation of the season's two remaining Pro licence student exchange events, as well as a series of coach educator development seminars. Recognising the importance of keeping football's coaching community connected to share knowledge and best practice on adapting to exceptional circumstances, UEFA's football education services made two important

design UEFA diploma courses that lead qualifications.

Fitness framework sets out the physical preparation competences that coaches need to have at each of UEFA's C, B, A and Pro licence levels.

Digitalisation of match and performance analysis

UEFA's match and performance analysis of its club and national team competitions plays a key role in adapting coach education programmes to reflect new trends at the game's highest level, from tactics to player preparation.

This information is usually released in a series of printed reports, published at the end of each season. Since the start of the 2019/20 season, however, any coach or player – amateur or professional – can access UEFA's match-by-match analysis through a dedicated website: uefatechnicalreports.com. In addition to team performance data and tactical talking points, the platform also uses data visualisation tools to illustrate individual teams' tactical and technical performance.

The digitalisation of UEFA match reports is also transforming the work of technical observers, whose observations from the sidelines form the basis of all performance analysis. The introduction of an online reporting tool allows these observers to upload match data in real time to a series of dashboards, ready for analysis. They are also able to create short video clips using mobile apps to graphically illustrate match reports.

Approval of revised Coaching Convention

European coaching at the forefront of the game.

The Executive Committee's approval of the fourth edition of UEFA's Coaching Convention in March 2020 represented a landmark achievement – for the 2019/20 season and beyond. By setting legal minimum standards for coach education and qualifications, the convention is a cornerstone of UEFA's efforts to continually raise the bar on technical excellence across European football.

The convention provides a legal framework for UEFA's coach education programme, which supports all 55 member associations

through conferences, workshops, projects and, as needed, assistance tailored to specific country needs. This latest revision is based on proposals from the Development and Technical Assistance Committee and the Jira Panel. Named after Václav Jíra the respected Czech player, coach and administrator – the panel brings together recognised experts in the art of coaching and educating coaches. Together, they discuss how national associations can leverage modern educational methodologies to nurture a future class of coaches who are equipped to develop the game.

ON COURSE FOR SUCCESS

UEFA made progress across its entire range of coach education programmes,

with the approval of a new Coaching Convention especially important in keeping

The new convention, available in multiple European languages, sets a series of

core objectives for the UEFA coach education programme:

27 November 2019, Nicosia, Cyprus

- 1. improving the standard of coach education courses:
- 2. linking education to employment by practising coaching skills in realistic situations:
- 3. ensuring UEFA offers a clear educational pathway for European football coaches;
- 4. reiterating the importance of developing a pool of skilled coach educators.

staged in Nicosia, Cyprus, in November 2019, provided national associations with the first chance to familiarise themselves

UEFA's annual coach education conference.



DENIS

BASTARI

manager

UEFA HatTrick

Role: Coordinating the HatTrick

programme, which

revenue into football

Biggest challenge

during pandemic:

Ensuring national

sustain football

development

Working with

associations

to support

all 55 member

completion of

and the start of the new one

the 2019/20 season

activities

associations could

reinvests EURO

development

projects

RETUR TO PL

2 MATCI

NATIONAL ASSOCIATIO

4 WOMEN'S FOOTBALL

MEDI RIGHT

EURO 20

HUMAI RESOURC

MEDICAL PROTOCO

MEDICAL PROTOCO

¹ UEFA's Executive Committee agreed to provide advance HatTrick payments to national associations to safeguard the future of European football.

TEAMWORK AMID A PANDEMIC

Delivering on our mission in such an extraordinary year required exceptional teamwork. In a four-part series, we go behind the scenes to hear first-hand how UEFA teams had to adapt their skills to football's 'new normal'.



What would a normal season look like for you?

I oversee the implementation of UEFA's HatTrick programme. This reinvests a large proportion of EURO profits into football development projects run by UEFA's 55 member associations.

Tasks include evaluating applications for funding from the national associations, presenting project proposals to UEFA's HatTrick Committee for approval and establishing agreements with each grantee. Our team then monitors the implementation of every HatTrick project, working in close coordination with UEFA colleagues across a range of specialist topics, from women's football and club licensing to amateur competitions and social responsibility activities.

In addition to managing HatTrick payments, we are also responsible for maintaining close ties with national associations, facilitating requests for information or support.

How did your job change because of the pandemic?

Our immediate priority was amending the HatTrick regulations to ensure national associations could access urgent financial assistance.¹

Then, in June, we turned our attention to helping colleagues responsible for UEFA's Return to Play project. We drew on our close connections with national associations and their respective governments to help organise club and national team matches as well as address last-minute issues. These ranged from dealing with a positive COVID-19 test and securing exemptions for players to organising team travel or arranging matches at neutral venues.

How did you maintain contact with the 55 national associations during the pandemic?

In the past, we only needed to interact directly with presidents and general secretaries on an occasional basis. That changed after a UEFA videoconference on 1 April 2020, when we invited all 55 general secretaries to describe the pandemic's impact on football in their country.

From that point on, we were in touch with national associations every day – either to discuss UEFA decisions or provide assistance. Everyone in my team worked tirelessly to ensure each association was up to speed on what we were doing and what we planned to do next. This not only facilitated the return to play of our club and national team competitions in August; it also strengthened collaboration between UEFA and the national associations – something I am confident will continue into the future.

"The pandemic strengthened collaboration between UEFA and national associations – something I am confident will continue into the future."



EMMA SYKES

UEFA senior manager for women's football development

Role: Running UEFA projects to develop and professionalise the women's game across Europe

Biggest challenge during pandemic: Working with UEFA's partners to adjust project timelines disrupted by the pandemic

Assessing the pandemic's impact on women's football

What would a normal season look like for you?

The rapid growth of the women's game, together with our own efforts to proactively capitalise on every opportunity, means that we haven't had one season that looks like the last. That said, there are a few constants to my team's work – above all, the need to drive forward the UEFA women's football strategy – both within the organisation and externally.

We also work closely with UEFA's main stakeholders to design far-reaching strategies, conduct research and develop groundbreaking projects. This involves many ongoing joint initiatives with our national associations (see *Playmakers*, page 49). On top of this, each year we assess national association proposals to use funding from the HatTrick assistance programme to support women's football projects.

How did your job change because of the pandemic?

The main task was to ensure that my team was available for a range of different work tasks: from supporting colleagues involved in the return to play of UEFA's women's competitions to taking on administrative tasks.

Both my colleagues and I managed our time more flexibly. With national associations heavily focused on delivering their domestic competitions, many of the development activities that I usually lead temporarily halted. Instead, we supported associations by helping them to assess the immediate impact of the pandemic and to identify ways of mitigating the main challenges.

In preparation for better times ahead, we amended project timelines and revisited plans for implementing our overall women's football strategy.

How can the women's game recover from the impact of football's temporary shutdown?

While we continue to face significant challenges, there are encouraging signs that women's football is bouncing back. Over 40 national leagues have resumed, while reports from stakeholders suggest fewer girls are dropping out of grassroots football than boys. It will take time to have a full picture of the pandemic's true impact.

That said, the next two seasons will bring some fantastic, high-profile moments for women's football. A new Women's Champions League format is coming into play, followed by our biggest ever Women's EURO in 2022. We need greater visibility and both these competitions, along with the 2020 Olympic Games and the Women's World Cup in 2023, will provide exactly that – in a very short space of time. Overall, I'm quietly confident that 2020's temporary halt will prove to be just a pause in the long-term development of women's football.

"There are encouraging signs that women's football is bouncing back."





EURO2020

First half: preparations for June 2020 enter final stages

The build-up to the EURO 2020 finals gathered momentum in November 2019 with the staging of the final draw in Bucharest, one of the tournament's 12 host cities.

Broadcast worldwide to millions of viewers from Romexpo, an exhibition centre in the Romanian capital, the draw placed the 24 competing teams, including four future play-off winners, into six groups. UEFA also announced that Dutch DJ and record producer Martin Garrix, who performed live at the final draw, would compose the official song for EURO 2020.

At this stage, the legal framework for the tournament was already in place. European football's governing body had signed agreements with the hosts, the EURO 2020 commercial partners – broadcasters, sponsors and licensees – as well as key suppliers such as television production services, and technical and operational service providers.

In addition to a rights protection strategy for the event, UEFA had also

VOLUNTEERS

Responding to the call

From running fan zones to guiding spectators to the stadium, an estimated 12,000 volunteers responded to the call to help their nations deliver a European Championship to remember. Fortunately, most have confirmed their availability to help at the postponed event.

UEFA has renewed the contracts of each venue's volunteer manager – instrumental to the success of the EURO 2020 volunteer project – staging regular webinars to help maintain contact during the competition's hibernation period. To help prepare the volunteers, UEFA postponed kick-off events, originally due to take place in

each city in 2020, until April-May 2021. Volunteers also

that will help guide UEFA's and the German Football

Association's approach to UEFA EURO 2024.

participated in a Europe-wide survey to gather feedback



drawn up a booklet providing legal guidance for associations and other stakeholders preparing to travel to any of the 12 host cities. The document set out country-by-country requirements for entry visas and work permits, together with tax, customs and driving regulations.

By the start of 2020, the complex logistical exercise of organising an event bridging 12 different nations had also reached an advanced stage. Following UEFA's decision to delegate the delivery of 18 EURO projects to the hosts, each association had almost

finalised the recruitment of 50–60 local staff members.

Host city projects included:

- volunteer management
- event transport
- spectator services
- team services
- ceremonies

To further enhance visiting fans' experience of some of Europe's most iconic cities, UEFA launched a EURO 2020 app. As well as containing each spectator's match ticket(s), the platform offered venue-by-venue recommendations on accommodation, restaurants and entertainment, as well as a digital travelcard granting all ticket holders free access to public transport on match days.

Between January and March, each of the 12 venue managers, together with local staff and stakeholders, started preparing the venues. Over the same period, UEFA teams visited nine host cities and stadiums to assess their readiness. By March, a dedicated platform had already received over 30,000 requests for EURO 2020 accreditation – one in five of the projected total.

On the eve of its annual Congress in Amsterdam in March 2020, UEFA marked 60 years of the European Championship. At a commemorative event, EURO 1988 winner Ruud Gullit recalled lifting the trophy as captain of the Netherlands and reminisced with former teammate Marco van Basten about what was arguably football's greatest-ever volley. Germany's Oliver Bierhoff also described his elation after claiming the competition's first-ever golden goal in the EURO '96 final. At this point, just 100 days remained until the scheduled EURO 2020 kick-off.

Second half: hibernation preserves groundwork for June 2021

From the moment that the Executive Committee communicated its decision to postpone EURO 2020 by 12 months, UEFA focused on putting the competition into hibernation until November 2020. This was essential to minimise costs, preserve well-laid foundations and ensure preparations could pick up where they left off later in the year. As a priority, UEFA addressed the biggest question facing all of the national associations,

cities and stadiums due to host the original finals: given the uncertain evolution of the pandemic, could they still stage the rescheduled 2021 event?

Finding an answer meant negotiating significant legal, operational and logistical obstacles, such as adapting more than 250 supplier contracts and securing the continued commitment of associations to deliver EURO projects.

Thanks to excellent collaboration, by June 2020, all 12 EURO hosts, including city and national governments, stadium and airport authorities, had signed up to stage the 2021 tournament on the same terms as before.

To help bring EURO preparations out of hibernation quickly and smoothly, UEFA scheduled an online workshop for October to brief host associations on key priorities.

These included identifying milestones along the revised road map to June 2021 and understanding the potential impact of the pandemic on staging matches and events.

Drawing on its experience of organising four club competition final tournaments



Refunds offered to fans and clients

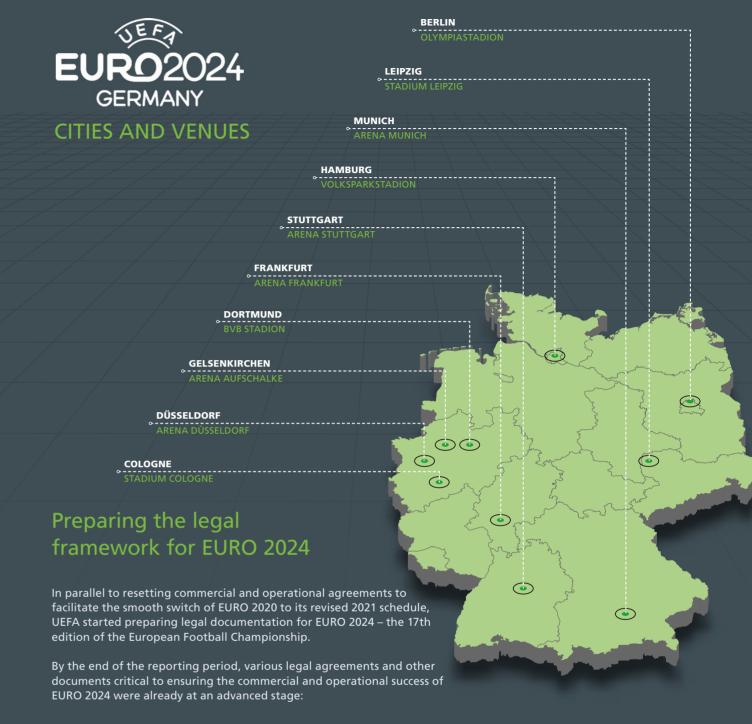
At the time of the EURO 2020 postponement, UEFA had sold most available tickets for the tournament's 51 matches, while demand for hospitality packages, such as private suites and business lounges, had entered its peak phase.

UEFA offered EURO fans and hospitality clients two opportunities – first in May, then in June – to either request a full refund or keep their booking for the 2021 tournament. In total, the general public and national associations returned 242,420 tickets – just over 13% of total sales. UEFA refunded 40% of hospitality sales, which were expected to resume for the rescheduled event by the end of 2020.

in August and strong collaboration with host nations, UEFA will base preparations for the rescheduled

EURO 2020 on a range of health and travel scenarios to ensure a safe and successful tournament.







Cooperation agreement: complements the staging agreement and serves as the basis for the set-up of EURO 2024 GmbH as a joint venture between UEFA and the German FA (DFB) based in Frankfurt.



Host city programme: complements the host city agreements already in place with the tournament's ten venues – Berlin, Cologne, Dortmund, Düsseldorf, Frankfurt, Gelsenkirchen, Hamburg, Leipzig, Munich and Stuttgart.



Stadium long-form agreements: set out terms and conditions of agreements with each of the ten stadiums selected to stage EURO 2024 matches.



Training grounds and team hotels legal framework: governs management of facilities for national teams during the tournament.

REACHING **NEW FRONTIERS**

Close collaboration with official media rights and commercial partners throughout the season was reinforced by increased exposure on a growing number of UEFA digital platforms and mobile applications.

New media rights deals

¹ Albania, Austria, Bosnia and Herzegovina, Croatia, Denmark, Finland, France,

Germany, Kosovo, Malta, Montenegro, North Macedonia, Norway, Russia, Serbia, Spain, Sweden, Switzerland, the United

Kingdom and the United States.

The 2019/20 season saw UEFA negotiate a series of media rights deals covering 20 territories¹ for the next three-year cycle of its prestigious men's club competitions: the 2021/22-2023/24 editions of the Champions League, Europa League, Youth League and the all-new Europa Conference League.

To help increase both the visibility and value
Digital strategy of women's elite club football, in 2019, UEFA also announced its intention to centralise marketing and television coverage continued to grow during the reporting for the 2021–25 Women's Champions League cycle (see page 36).

Companies were invited to bid for the media rights to this competition in the fourth quarter of 2020.

The digital reach of UEFA's competitions period, with the Champions League ranked as the most followed foreign football competition on social media platforms in China. Two tactics lay behind this landmark achievement.

- 1. the strategic use of web analytics to target new audiences according to geographical location and interests:
- 2. the development of new commercial partnerships with online companies such as Alipay, Booking.com, Expedia and Takeaway.

Even when the pandemic brought a temporary pause to live football action, UEFA.tv's decision to stream classic European matches from the past succeeded in drawing half a million new online viewers (see page 72).

COMMERCIAL PARTNERSHIPS

NATIONAL TEAM COMPETITION SPONSORS





WOMEN'S COMPETITION SPONSORS





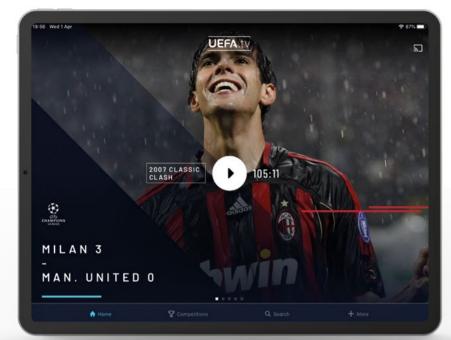
CLUB COMPETITION SPONSORS







OPERATING THE GAME • MARKETING • OPERATING THE GAME



UEFA.tv streamed 63 classic matches free of charge, including the 2007 Champions League semi-final between AC Milan and Manchester United

UEFA.tv: (RE)Live classic matches

UEFA.tv played a critical role in UEFA's efforts to maintain engagement with European football's global fanbase throughout the temporary suspension of sport in 2020. As a free-to-view registration-based service for live and on-demand video coverage of UEFA competitions, the platform drew from the extensive UEFA digital archive to stream 63 classic club and national team matches over a 12-week period from March to June.

Mirroring a weekly schedule similar to UEFA's live football competitions, (RE)Live classic match streaming attracted half a million new registered users and generated over two million video total views. UEFA.tv's success in entertaining football fans during lockdowns won a 2020 Leaders Sports Award for Best On-Screen Experience.

Launched in June 2019, UEFA.tv leads the way in delivering Europe's elite tournaments to new audiences around the world. During the reporting period, the platform complemented official broadcast partner coverage by streaming 300 live events across 11 official competitions to multiple markets in Europe and beyond, generating seven million live and on-demand views. UEFA.tv also live-streamed selected EURO 2020 qualifiers and Nations League matches in available markets, with on-demand highlights published for all matches.



UEFA.tv also helps raise the profiles of UEFA's youth, women's and futsal competitions. During the return to play of European club football in August 2020, the platform streamed the final eight tournaments of the Women's Champions League and the Youth League to an estimated 200 markets worldwide.

Following a first smart-TV deployment with national team football partner Hisense in June 2020, UEFA.tv is now available on seven different platforms, including, most recently, PlayStation.

Helping commercial and broadcast partners adapt

When EURO 2020 was postponed to 2021 and all other competitions were placed on hold, UEFA quickly informed its commercial partners through CAA11 and Team Marketing. These two sports marketing agencies are responsible for managing rights for UEFA's men's national team and club competitions respectively.

Close collaboration allowed UEFA to find solutions for several issues facing broadcasting, sponsorship and licensing partners for the Champions League and Europa League: for example, compensation and payment deferral requests. In total, more than 200 agreements were amended.

UEFA also helped partners address the impact of revised competition formats and schedules on branding. The decision to keep the official EURO 2020 name, despite the tournament's postponement to 2021, was partly driven by the need to avoid wasting materials.

UEFA also recognised the predicament that broadcasters and

sponsors faced during football's temporary halt, offering alternative video and digital content to help fill television schedules and support the build-up to the return to play of UEFA's competitions.

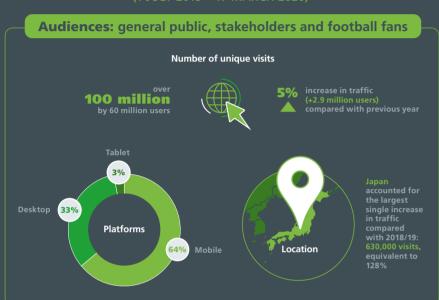
The governing body also worked closely with broadcasters to maximise the prime-time exposure of the final eight tournaments in Germany, Portugal, Spain and Switzerland, scheduling four weeks of almost nightly live football.





Digital, downloads and data: measuring UEFA's online reach

UEFA.COM





UEFA.TV: FREE-TO-VIEW LIVE & ON-DEMAND VIDEO PLATFORM

Audience: global fanbase for video content from UEFA club and national team competitions







UEFA EXTRANET: DIGITAL HIVE

(1 JULY 2019 – 30 JUNE 2020)

Audiences: broadcasters, sponsors, national associations and clubs







VIRTUAL GAME BOOSTS FAN ENGAGEMENT

The inaugural eEURO competition proved a sporting and marketing success story that augurs well for future UEFA esports events.

With the real-life EURO postponed until 2021, no fewer than 15 million sportsstarved fans watched the debut edition of the eEURO. Some 10,000 gamers played the virtual tournament on UEFA partner Konami's eFootball Pro Evolution Soccer 2020 video game.

The eEURO 2020 qualifiers kicked-off in March and attracted efootball teams representing all 55 of Europe's member associations. The 16-team final tournament, originally planned as a physical event coinciding with the climax of EURO 2020, was brought forward to May to provide fans with much needed online entertainment during lockdowns. By the time Italy's efootball team had overcome their Serbian counterparts to claim the inaugural eEURO title, as well as a

€40,000 share of the total €100,000 prize money, the event had delivered more than 2,000 virtual goals.

In addition to its impressive participation and viewing figures, eEURO 2020 provided valuable content for EURO 2020 commercial

"eEURO 2020 was an opportunity for UEFA to engage with new audiences and provide additional content for existing fans of our competitions."

Florence Hardouin

UEFA Marketing Advisory Committee chairwoman







partners to replace cancelled live matches. A total of 25 EURO official broadcasters covered the matches, while UEFA offered sponsors exclusive digital rights and advertising space; for example: Skill of the Day by Hisense, Match Stats delivered by FedEx and Goal of the Day by Socar.



PATRICK

UEFA media rights

senior manager

Role: Overseeing

for UEFA club

competitions

media rights sales

Biggest challenge

during pandemic:

Finding the right

balance between recognising our

need for viable

solutions and

commercial partners'

safeguarding UEFA's

revenue streams

AMEN

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MEDIA RIGHTS

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6 EURO 2020

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MEDICA PROTOC

TEAMWORK AMID A PANDEMIC

Delivering on our mission in such an extraordinary year required exceptional teamwork. In a four-part series, we go behind the scenes to hear first-hand how UEFA teams had to adapt their skills to football's 'new normal'.

Renegotiating 200 media rights agreements

What would a normal season look like for you?

For UEFA club competitions, we sell commercial and media rights over a period of three years. For each cycle, the first year focuses on the competition's format, the commercial concept and preparation of the actual sales. This leaves us another two years to sell media rights around the world for the Champions League, Europa League and the new Europa Conference League. We launch tenders on a territory-by-territory basis, adapting packaging and timing for each specific region or market. In addition to selling rights for the upcoming competition cycle, we must also look after our existing rights holders. This involves account management and servicing broadcasters.

How did your job change because of the pandemic?

Media rights revenues are vitally important for the financial health of European football, from national associations and leagues to clubs at all levels of the game. Keeping rights holders informed about how we planned to restart our club competitions was essential from the moment the pandemic brought football to a halt.

Once UEFA decided to conclude club competitions using a condensed format of four final eight tournaments, it was our job to maximise broadcast slots – both to deliver the best product for our media rights partners and give fans a feast of football.

This meant working hand in hand with colleagues responsible for managing club competitions to develop a matchday schedule that would work for everyone involved without compromising safety.

How did you successfully negotiate with media rights partners following the suspension or postponement of UEFA club competitions?

The secrets to successful negotiating are two-fold: basing commercial relationships on respect and transparency and establishing a strong legal framework.

From the start, we adopted a fair and open approach with all our broadcast partners globally. This not only helped us to find solutions to the unprecedented challenges of the 2019/20 season, but it means that when we go back to the market for the next three-year cycle, broadcasters will trust that UEFA can deliver – whatever the circumstances.

Clearly, close cooperation with our colleagues in the legal division was also important. The pandemic underlined the need to reassess UEFA's liability when matches/competitions are suspended because of events beyond our control.

Thanks to this approach, we were able to find the right balance between protecting European football's best interests and offering solutions that made commercial sense to broadcasters.

"Keeping rights holders informed about how we planned to restart our club competitions was essential."



WALID BENSAOULA

UEFA host country relations manager

Role: Liaising with municipalities and authorities in the 12 cities hosting EURO 2020

Biggest challenge during pandemic: Collaborating with public health authorities and managing risk

Securing the recommitment of 12 host cities to EURO 2020

What would a normal season look like for you?

We are focused on the delivery of EURO 2020, so are less subject to the club football calendar. Rather than delivering on a season-by-season basis, ours is a four- or five-year project based around the national team calendar, in particular the qualification – or not – of EURO 2020 host teams for the tournament finals. Any host city whose national team qualifies for the tournament finals automatically plays a minimum of two group stage matches at home. That makes a big difference to the make-up of fans going to the stadium as well as the buy-in from local authorities. All of this gives a completely different dynamic to our work.

How did your job change because of the pandemic?

Like everybody else, the biggest initial impact was having to work from home. I was cut off from my team. The work we do involves a lot of face-to-face, direct interaction, so that was a huge aspect of my role that I could no longer do.

We were only three months away from delivering EURO 2020, when the decision was made to postpone the competition by 12 months. Suddenly, risk management became an important part of our remit. We had to focus less on the delivery of EURO 2020, more on the environment in which UEFA will deliver the competition in 2021. This is a very different thing to do. Working closely with public health authorities and national governments became a primary concern – a big shift for us.

How did you successfully secure the commitment of the original 12 cities to host EURO 2020 one year later than planned?

The EURO is one of the world's biggest sports events. It is so complex to organise that you cannot force it on anyone, certainly not on city mayors or municipal authorities. We approached host cities as partners, asking if they still wished to stage the competition. Offering hosts a choice made penalizions much easier

Recommitting to host the EURO came with a condition for each city: to replicate the same level of delivery planned for 2020, from fans and transportation to communication and promotion. Given the constantly changing nature of the pandemic, it was very difficult to secure agreements with all the different authorities involved, but the cities have done a tremendous job. I believe this was down to their belief in our own commitment to work as partners.

"We were only three months away from delivering EURO 2020, when the decision was made to postpone the competition."

BEHIND THE SCENES • OPERATING THE GAME



FOOTBALL'S POWER FOR POSITIVE CHANGE

From diversity and inclusion to safeguarding children, UEFA's social responsibility goals are integrated into every aspect of its activities.

Football's popularity with millions of fans around the globe brings an added responsibility that UEFA has long recognised. Each season, its football social responsibility (FSR) programme works with European national associations and non-governmental organisations (NGOs), both to promote best economic, social and environmental practices and to drive positive change, off and on the pitch.

In April 2020, UEFA took a significant stride towards its goal of ensuring millions of children across Europe can play football in a safe environment. In collaboration with expert partner Terre des Hommes – a child-relief NGO – football's governing body released a series of resources to

help associations strengthen their safeguarding efforts through the use of effective, sustainable child protection measures. The material included:

UEFA's child safeguarding policy, 'Keeping children safe in European football', developed in cooperation with member associations and Terre des Hommes and based on five goals:

- 1. laying the foundations for safeguarding;
- 2. ensuring organisational preparedness and prevention;
- 3. raising awareness:
- 4. working with others and reporting concerns;
- 5. monitoring impact.

safeguarding measures.

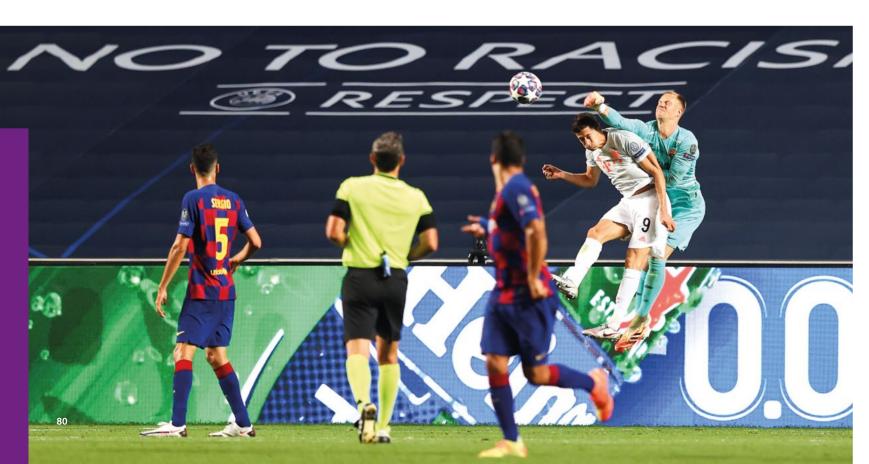
Dedicated website (www.uefasafeguarding.eu) providing a one-stop information resource for anyone working with children in football. Users can also follow four interactive educational courses. available in English, French, German

available to the wider European football community, UEFA organised training at national associations. It made sure

Toolkit for member associations listing practical steps and best practice approaches for implementing effective

and Russian.

In addition to making these resources sessions for child safeguarding focal points





that core safeguarding principles were integrated into all related programmes and activities.

Helping associations develop football and social responsibility strategies

In February, two regional workshops in Vienna and Moscow rolled out new resources designed to help associations develop their own football social responsibility strategies. Associations can draw on UEFA's HatTrick programme, which channels revenue from the EURO back into the game's development (see pages 50-52), to support implementation of these strategies.

Following the introduction of travel restrictions to slow the pandemic, UEFA replaced the third and final regional workshop (originally scheduled to take place in Frankfurt in March) with two webinars. National associations could also request one-to-one tutoring and receive feedback through online presentations.

To build on these interactive sessions. UEFA created a dedicated football social responsibility community on LinkedIn. This provides a forum for national associations

"UEFA has always recognised its responsibility both to address racial bias within European football and to fight the sickening use of racist language against players. Together with the rest of European football, we need to lift our game and find a qualitatively different approach to eliminate systemic racism from our sport."

Aleksander Čeferin, UEFA president

UEFA ANNUAL REPORT | 2019/20

and expert partners to continue exchanging best practice in a secure online space.

Long-term commitment

Ensuring football social responsibility strategies are in place is critical to implementing national associations' long-term objectives, particularly in the wake of the pandemic's financial impact on European football. In 2020, UEFA exceptionally allowed national associations greater freedom in determining how to invest HatTrick funds. UEFA will work closely with associations to help find ways of keeping social responsibility programmes earmarked for HatTrick support on track to achieve their strategic goals.

Shift in focus to climate change

The football social responsibility programme has always adapted to reflect critical issues facing contemporary society. With the help of longstanding partner and international NGO the World Wide Fund for Nature (WWF), in 2019/20, UEFA shifted focus to climate change.

European football's governing body is already a signatory to the Sports for Climate Action Framework led by the United Nations Framework Convention on Climate Change – an international environmental treaty supported by over 150 nations. To help develop a longer-term strategy, it has started working with experts on quantifying football's impact on the global climate, identifying how the game can most effectively reduce its carbon footprint and researching climate change's impact on European football.

Diversity and inclusion: front and centre

Diversity and inclusion remained front and centre of social responsibility activities, particularly at the start of the season. To counter the continued high level of incidents inside stadiums, UEFA called on officials for all European matches to rigorously apply the three-step process first developed with its partner, the Fare network.

- Step one
- The referee will stop the game if they notice racist behaviour or are informed of it by a fourth official.
- Step two If this behaviour continues, the referee will suspend the game and request that the teams return to the dressing rooms.
- · Step three

As a final resort, the referee can abandon the match if racist behaviour continues, referring the case to UEFA's Control, Ethics and Disciplinary Body.

Earlier in the season, UEFA teamed up with Fare to celebrate #FootballPeople action weeks – an annual campaign promoting diversity, inclusion and accessibility in football. By organising a series of events – for example, education sessions, workshops and football tournaments – the campaign directly engaged with

> 150,000 people across the European football









Five years of using football to change children's lives

> 245 projects organised/funded



Access to sport

Personal development

Refugees

Health and disability

Material support for sport and education

Employability

109 countries reached globally

1,180,000 children receiving help



In April, to give families a break from teaching and studying in isolation, the foundation launched Champions Teachers — an e-learning series in which some of European football's top players and coaches dictated a short excerpt from their favourite children's book or poem. Stars like Juventus legend Gianluigi Buffon, Bayern München goalkeeper Laura Benkarth and former French international Christian Karembeu all contributed. In May, the #DreamingFootball campaign invited fans to share an image on social media illustrating their biggest football dream for a future, pandemic-free world.

Fundraising

The foundation also provided funding contributions to help the world's most vulnerable communities cope with the pandemic's impact. In April, the foundation became the first sports institution to support the COVID-19 Response Fund created by Common Goal – a group of 150 football players, managers and leaders

for children

FOUNDATION

who have pledged a percentage of their annual earnings to children's charities. Additionally, the foundation partnered with clothing retailer H&M to run an online sale of football shirts for children. Profits were channelled to several children's charities, including Play for Change, based in Italy.

UEFA Super Cup

The 2019/20 season's curtain-raiser in Istanbul showed once again how football can help raise awareness of children in need. At the opening ceremony at Beşiktaş Park stadium, amputee children from Turkey's Sports Federation for the Physically Disabled sang a moving rendition of Bob Marley's Three Little Birds, accompanied by a Turkish national radio and television children's choir.

Each of the children had the chance to talk and play with members of the two Super Cup teams, Liverpool FC and Chelsea FC, while Ali Turganbekov, a disabled Kazakh boy, handed the Super Cup trophy to victorious Liverpool captain Jordan Henderson.

UEFA's 2020 Congress in March celebrated the foundation's fifth anniversary by highlighting some of the 245 projects that have benefitted from its support since 2015. In the past five years, the foundation has either funded or organised activities that have improved the lives of more than one million children in 109 countries.

Children living in conflict zones

Many of the children benefitting from this support are refugees of war. In January 2020, the foundation teamed up with the non-governmental organisation (NGO) Libraries Without Borders to stage the inaugural Refugees eSports Cup at a Syrian refugee camp at Zaatari in Jordan. With the

help of UEFA sponsors Facebook, PlayStation and ArmaTeam, the tournament gave 200 children (aged 10–18), including

"In the midst of this crisis, football has the chance to realise its full potential in playing a leading role in shaping the world. We are delighted to have the trust and support of the UEFA Foundation for Children."

Jürgen Griesbeck Common Goal CEO some with disabilities, the chance to play football. It represented a key step in helping them recover from the trauma of conflict and reintegrate into the community.

To mark the annual United Nations World Refugee Day (20 June), the foundation invited EURO 2004 champion Dimitris Papadopoulos, himself a former child refugee in Uzbekistan, to share his experiences with young refugees via a webinar. This virtual conversation, linking five NGOs based in three different continents, was one example of how the foundation used digital channels in 2020 to help children and their parents during lockdowns.





GUARANTEEING PLAYER SAFETY

The season brought extraordinary medical challenges for UEFA, including the need to ensure its competitions could be played with minimal risk. Nevertheless, progress was made on other fronts, in particular football's fight against doping and in the management of head injuries.

Return to Play protocol

The pandemic had an inevitable impact on UEFA's medical regulatory framework, introduced to protect the health of players, team officials, referee teams, match officers and fans.

In preparation for the resumption of club competitions, on 9 July, the Executive Committee approved the Return to Play protocol, a framework of health and hygiene-related procedures.

This stipulated medical and operational requirements for everyone taking part in and/ or organising UEFA matches involving senior club and national teams for men and women.

UEFA's Medical Committee, led by its chairman, Professor Tim Meyer, with Dr Zoran Bahtijarević and Dr Charlotte Cowie, drew up the protocol, in close consultation with an expert group composed of Dr Edwin Goedhart and European Club Association (ECA) representatives Dr Niko Mihic and Dr Piotr Zmijewski.

For a more detailed explanation of how the protocol managed to find appropriate solutions to restart UEFA matches across European venues, each subject to their own national jurisdictions and emergency health measures, see pages 22–25.

As part of the same process, UEFA also revised its doping control procedure to

"The Return to Play protocol has made professional football one of sport's safest environments during the pandemic. Safely completing four competitions in one month demonstrated that UEFA's hygiene measures and testing protocols are effective in lowering the risk of contagion."

 $\textbf{Tim Meyer,} \ \text{chairman of the UEFA Medical Committee}$



safeguard players, club staff, doping control officers and official chaperones – responsible for notifying and escorting players to the doping control centre. This ensured in- and out-of-competition tests could be conducted as soon as UEFA competitions restarted.

In addition to adapting its regulations to the on- and off-field health challenges of a pandemic, UEFA also had to adjust its medical preparations for EURO 2020. Changes included rescheduling anti-doping tests in the run-up to the tournament and postponing the creation of medical plans for each of the 12 host cities. Preparations were in their final stages when the tournament was delayed by 12 months.

Anti-doping

In 2019/20, UEFA created a new app to facilitate out-of-competition doping tests. Since 2013, the governing body's whereabouts programme has required all teams participating in its competitions to submit training and absence whereabouts information for players, so they can be located for doping controls without notice.

The season also saw UEFA start preparations for implementing the 2021 World Anti-Doping Agency (WADA) Code, which will replace the 2016 version.

From 2020, national associations have been able to apply for annual grants to fund their own anti-doping education activities as well as implement the UEFA Football Doctor Education Programme. The funding is available through the 2020–24 HatTrick programme.



Protecting players from head injuries

After analysing several high-level cases of concussion, UEFA launched a public awareness campaign in September 2019. This encouraged players, coaches and officials to respect team doctors' diagnoses of head injuries during matches and reiterated the recommended three-step response:

Recognise. Report. Remove



Players should **RECOGNISE** a head injury in a case of collision.



They must **REPORT** the injury to the referee, who may not have seen it. The referee can then stop the game and call for the team doctor.



The team doctor will make an on-pitch assessment and decide whether the player is fit to play. If the doctor has any doubts about impaired consciousness or other signs of concussion, they should **REMOVE** the player from the field.



The team doctor is the only person who can take the decision for the player to stay on the pitch or be substituted. Their decision should always be respected.

The campaign followed the Medical Committee's conclusion that existing concussion procedures may not provide sufficient protection for players. Doctors have only three minutes to assess if a player with a head injury is fit to continue playing.

With such a short period to make a diagnosis, doctors can be subjected to excessive pressure from teams to let a player resume.

As an immediate step, and in coordination with the International Federation of Professional Footballers (FIFPRO), UEFA produced a video in which animated characters follow the three Rs in responding to a concussion incident. Stadium screens played the video on three consecutive UEFA matchdays, while posters, displayed inside all dressing, medical and referees' rooms, spelled out the same, potentially life-saving message.

In addition, UEFA introduced a medical video review system for use in the finals of the men's and women's Champions Leagues, the Europa League, Super Cup and Nations League. This gave doctors the option of watching live match footage from different camera angles to assess the dynamics of potential concussion incidents.

As a more permanent solution, the Executive Committee asked both FIFA and football's lawmakers, the International Football Association Board (IFAB), to consider new measures, including the use of additional substitutes to reduce pressure on medical staff and ensure no concussed player returns to the field of play.

Heading guidelines for young footballers

In June 2020, UEFA issued heading guidelines for national associations, coaches and parents to safeguard young footballers. Drawn up by the Medical Committee, in consultation with external specialists, these are based on research by Germany's University of Saarland and the Hampden Sports Clinic and Greater Glasgow & Clyde Health Board in Scotland.

The guidelines aim to minimise the number of headers in youth football – both in training sessions and match play. They include specific instructions setting the size and pressure of footballs, neck-strengthening exercises and detecting concussion symptoms. European football associations can issue their own regulations, but are expected to adhere to UEFA's recommendations.



STAYING BALANCED IN TURBULENT TIMES

Despite seeing its primary source of revenue temporarily halted, UEFA struck the right balance between maintaining business continuity and providing support to European football in its time of need.

Together, the pandemic and economic lockdown posed significant financial challenges in the second half of the 2019/20 reporting period. These included urgently assessing the impact on UEFA's short-term liquidity and long-term reserves of:

- postponing/cancelling UEFA competitions, such as EURO 2020;
- reductions in revenue from broadcasters and commercial partners:
- honouring funding commitments to clubs and associations.

In response, the Finance Committee worked tirelessly to achieve an equitable balance between ensuring the availability of sufficient cash to pay both clubs and suppliers, and providing advance payments to national associations to safeguard the future of European football (see pages 18–19).

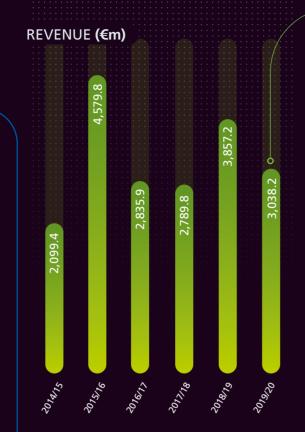
All cost optimisation measures, such as cancelling some youth and futsal competitions, replacing all committee meetings with videoconferences and switching on-site workshops to webinars, brought short-term cash-flow benefits. However, there was inevitably an in-kind price to pay for UEFA's core mission of football development, for example, lost opportunities for young players, match officials and national association staff to take part in competitions, to attend training courses in person or to spend time with their peers.

More efficient procurement process

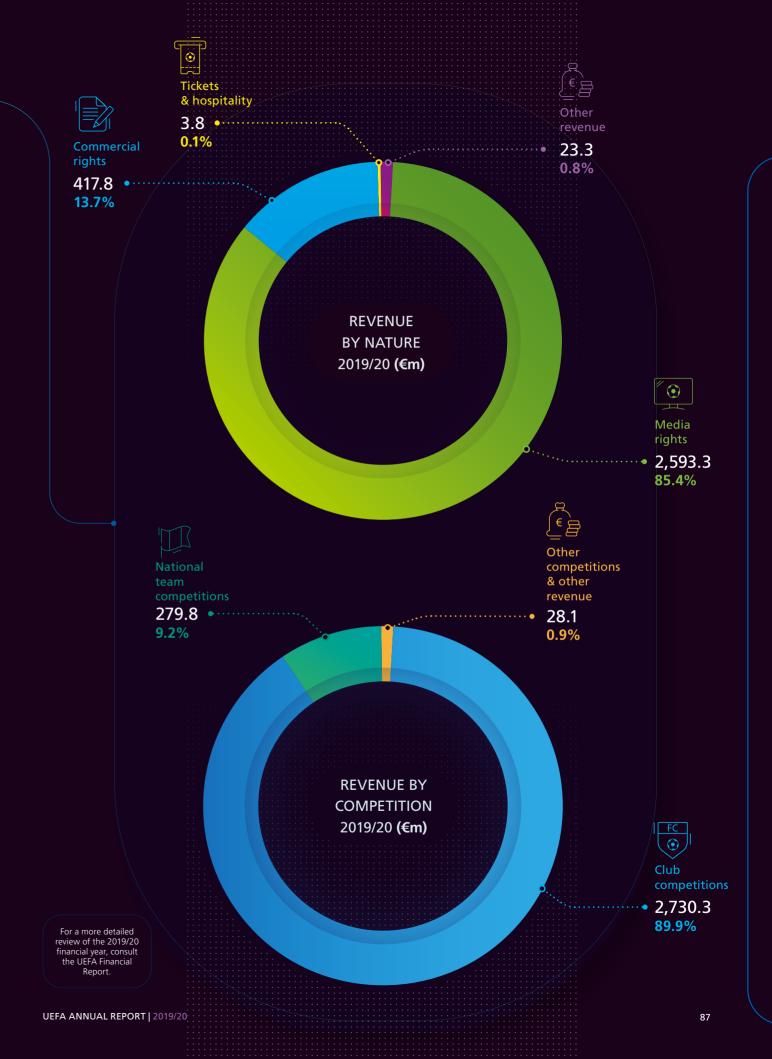
To help in optimising operating costs, in April 2020, UEFA fast-tracked the introduction of an efficient, centralised procurement process.

Based on an internal assessment of the purchasing of goods and services, the Finance Committee recommended setting up a single, dedicated procurement unit, under the leadership of the finance division, with three time-critical tasks:

- improve efficiencies in UEFA procurement;
- implement a modern purchase-to-pay process, including the digitalisation of processes and invoice handling;
- optimise UEFA's cost structure to the benefit of European football.







GOVERNING THE GAME • CLUB LICENSING CLUB LICENSING • GOVERNING THE GAME

RAISING THE BAR FOR FOOTBALL GOVERNANCE

UEFA broke new ground by publishing an overview of the European club licensing landscape and applying its licensing system to women's football. Financial fair play regulations were adapted to allow for the pandemic's economic impact on clubs.

Club Licensing Overview report

By ensuring that clubs participating in its competitions comply with minimum standards, UEFA's club licensing system plays a critical role in promoting good governance across European football. In July 2020, the publication of the Club Licensing Overview report provided a comprehensive overview of how UEFA's club licensing system has helped raise the bar for governance and regulatory structures across the continent.

Since 2004, all clubs that qualify on sporting merit for UEFA club competitions must be granted a licence before they can actually take part. The relevant association or league acts as the licensor, assessing each applicant according to five criteria: sporting, infrastructure, personnel and

administrative, legal, and financial. The Club Licensing Overview documents how all 55 member associations have applied the system, setting out the types of regulations and requirements in place country by country. Available on UEFA.com, the report also includes a valuable comparison of licensors and their regulations, as well as an analysis of domestic club licensing and club monitoring systems.

As part of UEFA's drive to support the continued development of the women's game, a club licensing system was used for the first time during the admission process for the 2020/21 Women's Champions League. It is expected that setting minimum standards at both European and national levels will have the same impact on the governance of women's club football

as across the men's game. For example: enhancing management structures, youth development and the competition's overall quality.

Pandemic's impact on club finances

The temporary suspension of almost all European football competitions in 2020 and the sporting, legal and financial consequences inevitably brought significant disruption to UEFA's club licensing process:

- Licensors member associations and leagues - required a higher level of support from UEFA.
- A few associations enforced a temporary suspension of their club licensing processes.
- Some clubs experienced difficulties in auditing their accounts after financial auditors limited services during national lockdowns.

To help guide the football community's response, particularly after national shutdowns, UEFA's intelligence centre used expert modelling to simulate the pandemic's likely impact on European clubs' finances, in particular, cash flows, financial losses and equity shortage. The projections were updated to reflect football's return to play and the constantly changing coronavirus scenarios.

Recognising the challenges facing clubs in managing their budgets or making financial projections, the Executive Committee extended the deadline for outstanding payments by one month – from 31 March to 30 April 2020. Financial fair play provisions and deadlines were also adjusted (see pages 18-19).





Centre of reference

UEFA's intelligence centre was set up in 2017 to support strategic planning and policymaking, both for European football's governing body and its stakeholders, by providing a range of technical, scientific, financial and commercial analysis and data.

During the reporting period, the centre continued to make progress towards its goal of developing European football's most comprehensive collection of strategic data.

By the end of the season, it had created and connected databases storing information about club and national association finances. club ownership and league formats, transfer activity and playing careers, sporting results, media and commercial rights, stadiums and head coaches.

The centre also published an online catalogue assessing football's strategic data landscape, and assisted national associations in building up their own capacity for conducting strategic research and analysis.

During the season, the intelligence centre also produced two new reports:

- 1. a fully interactive review of clubs participating in UEFA club competitions in 2019/20;
- 2. the first-ever visually interactive report on youth investments and training facility infrastructure. By documenting more than 900 training facilities at over 600 clubs, classifying projects as 'recently completed' or 'in progress' and benchmarking each association, the report fills a hitherto significant gap in European football knowledge. It will also complement UEFA's best practice guide to training facilities, due for publication in 2021.

INNOVATION HUB

Football innovators

Pioneering partnerships, particularly those leveraging private sector expertise, have a key role to play in helping UEFA find innovative solutions to the challenges facing European football.

In June 2020, the innovation hub launched Reimagine Football – a call to action for innovators and private sector companies to help football adapt to the pandemic. Earlier in the season, the hub, in partnership with the International Institute for Management Development – a business school in Lausanne, Switzerland – and the International Olympic Committee, announced plans to set up an executive-level education course focused on strategic innovation in sport.

The Open Innovation Scheme also forged several new start-up partnerships, including with content distribution specialists Greenfly and Slate, to help UEFA strengthen its connections with fans during EURO 2020.



A SEASON LIKE NO OTHER

Thanks to the 2019 roll-out of a digital communication platform, regular staff communication and extensive safety measures on its campus, UEFA found the right balance between guaranteeing business continuity and ensuring the protection of its workforce.

At the beginning of 2020, the home of European football was filled with the sense of anticipation that characterises what UEFA staff refer to as 'a EURO year'. Some 300 additional employees hired to implement EURO 2020 were getting ready to deploy to each of the 12 host cities, while work had started on transforming the Bois-Bougy building into a EURO operations centre. Then, on 12 March, everything changed.

Responding to the fast-moving spread of the COVID-19 virus across Europe, UEFA immediately recommended that half of its staff work from home to minimise the risk of infection. Employees with underlying health conditions were encouraged to consult their doctors. Those considered particularly vulnerable were strongly advised to avoid coming into the office. Within less than a week, 50% became 100% as the Swiss government imposed an economic lockdown. UEFA's campus fell into an eerie silence.

New normal

Almost overnight, the digital workplace became the 'new normal'. Thanks to the introduction of Microsoft (MS) Teams as its de facto online business collaboration platform in mid-2019, UEFA was able to quickly adapt and maintain business continuity (see opposite page). Desks and meeting rooms gave way to kitchen tables and spare rooms, and shared screens replaced whiteboards, accelerating a change in working culture that may otherwise have taken months or years to implement.

One UEFA

In these early days of the pandemic, UEFA placed great emphasis on its core value of One UEFA, recognising that working remotely risked isolating staff members from their teams and the wider organisation. Internal communications became a critical point of focus: a dedicated COVID-19 section was launched on the corporate intranet, offering up-to-date information to staff on government health regulations, tips on how to manage teams remotely and access to professional medical advice. The human resources unit initiated its own regular email staff update, explaining key corporate decisions related to the crisis.

Return to the office

In early June, as infection rates in Switzerland and Europe started to drop, allowing the Swiss Federal Council to ease its national lockdown, UEFA announced a phased reopening of its offices.

Initially, to lower the risk of infection, no more than 30% of the total workforce were permitted on campus at any one time – with managers required to agree a staffing schedule with team members and no obligation on employees to return if they felt safer working from home. Guided by recommendations from both the Swiss canton of Vaud and the municipality of Nyon, as well as the World Health Organization, the return to work plan included extensive on-site health and safety precautions:

 distribution of individual protection kits containing face masks and disinfectant wipes;

- thermal imaging cameras placed at all entrances to check body temperatures;
- containers of hand sanitiser gel at entrances, in meeting rooms and along corridors:
- posters reminding people to keep a safe social distance and wash their hands properly:
- and, plastic screens in canteens and at reception desks.

UEFA also insisted that anyone returning to HQ completed an e-learning course, underlining individuals' duty of care towards fellow staff members.

Campus 'bubble'

By early June, the campus 'bubble' was tried and tested, paving the way for UEFA to raise the proportion of staff on site to 50–75% when the pandemic's first wave receded over the summer.

As the interviews in this report highlight, staging four final eight club competition tournaments in August was a Herculean task. The ability to allow selected team members to come into the office at key moments at minimum personal risk proved essential.

As the reporting period closed, it seemed very likely that UEFA would once again have to reduce the number of staff allowed on campus. Based on its response to the pandemic's first wave, UEFA prepared for the second secure in the knowledge it could adapt to the twin challenges facing all organisations in the 'new normal': delivering on its mission at the same time as safeguarding staff.

How the pandemic fast-tracked UEFA's digital transition

For most UEFA staff, the switch from working on campus to working online took place, quickly and unexpectedly, within a few days in March. In reality, the pandemic merely accelerated a change in working culture that UEFA had already foreseen.

The foundations for a digital workplace had been laid almost a year before the pandemic. As early as summer 2019, UEFA trialled MS Teams and SharePoint – the two cornerstones of its online business collaboration platform – with selected staff on campus, before running a successful pilot project at the 2019 Super Cup in Istanbul.

From December 2019 to January 2020, the transition to the new technology was already under way. By the time that UEFA required staff to work from home in March, trainers had held introductory sessions with most teams, as well as run webinars and individual face-to-face meetings.

Suddenly, training situations became real-life scenarios. Online support services geared up to help staff master the new tools.

Within a matter of weeks, MS Teams had become a key driver of UEFA's new normal, replacing long-established office practices, for example, face-to-face meetings and using email to send short messages. Without the pandemic, such a dramatic shift in daily habits may have taken considerably longer.

GENERAL STAFF INFORMATION* Men Women AGE Average age 38 41% 41-50 31-40 21-30 91 86 < 20 2 3 YEARS OF SERVICE (permanent contracts only)

Average years



*as of 30 June 2020

RETU TO PL

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NATIONA ASSOCIATIO page 60

WOMEN'S FOOTBAL

MEDIA RIGHTS page 76

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MEDICAL PROTOCO

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TEAMWORK AMID A PANDEMIC

Delivering on our mission in such an extraordinary year required exceptional teamwork. In a four-part series, we go behind the scenes to hear first-hand how UEFA teams had to adapt their skills to football's 'new normal'.







JULIEN BAEHNI

UEFA head of human resources

Role: Managing
UEFA's human
resources team,
responsible for
talent acquisition,
training and
development,
compensation and
benefits, employee
relations

Biggest challenge during pandemic: Striking the right balance between protecting our community, which is always the top priority, and ensuring delivery of our competitions by allowing staff to work safely on UEFA's campus

Safeguarding staff health while continuing to deliver

What would a normal season look like for you?

In any season leading up to a massive event like the UEFA EURO finals, my team oversees a lot of staff recruitments. For EURO 2020, this meant ensuring terms and conditions for employees working on-site across the 12 EURO host countries respected national regulations, drafting human resources (HR) policies (for example, UEFA's international assignment policy) to cover staff participating in the event, and ensuring everybody was equipped to fulfil their specific role during the event.

Outside of the EURO, business as normal would have meant running UEFA's internal staff appraisal process, managing promotions and working with high-level management on key HR topics.

How did your job change because of the pandemic?

My job changed in many ways. First and foremost, the rescheduling of EURO 2020 brought an immediate halt to UEFA recruitment. We also had to find solutions that would allow us to honour the contracts of most of the employees hired to work on the tournament – despite its postponement.

I was appointed to UEFA's COVID-19 task force, which was charged with finding the right balance between protecting staff health and continuing to deliver on our core business. This completely shifted the focus of my day-to-day work. To help guide UEFA policy on protecting our staff and lay the ground for a safe return to the workplace, once conditions permitted, the HR team had to monitor the constantly evolving situation across Europe, evaluate responses of other large, international organisations as well as consult regularly with local and national authorities on health measures in Switzerland.

Given the enormous impact of the pandemic on employees, communication became critical: from March, we started a regular email update explaining UEFA's decisions and their impact on our community.

How did you successfully organise staff's safe return to office after restrictions were lifted?

When the time came to partially reopen the UEFA campus, we created an e-learning platform and video outlining the safety measures put in place. Each employee received a box of face masks and disinfectant, floor space was clearly marked to help staff respect social distancing regulations, while thermal cameras were placed at our main entrances to monitor body temperature of staff and visitors.

The pandemic brought many lessons that will likely shape HR policies for years to come. For example, like so many organisations, we know that our business can continue to deliver even with the majority of its staff working from home. We also learnt the importance of having strong networks in place, particularly during a crisis, to ensure you are not alone. Close collaboration, internally and externally, with staff, authorities, partners and other organisations, allows you to make effective, informed decisions.

"The pandemic brought many lessons that will likely shape HR policies for years to come."

Creating the Return to Play medical protocol

What would a normal season look like for you?

Niki: My team usually oversees two meetings of the UEFA Medical Committee. The first focuses on the start of the new season, while the second reviews the previous one. As part of our education programme for football doctors, in 2019/20, we had planned a series of workshops both for team doctors as well as the chief medical officers based in each of the 12 EURO 2020 host cities. In addition to these activities, I am responsible for collecting data and analysing trends in football-related injuries.

Michaela: At the start of each season, it is the role of UEFA's integrity and regulatory team to assess whether clubs which have qualified for our competitions through their domestic leagues fully meet the requirements of our rules and regulations, in particular, the competition regulations. We also contribute to UEFA's overall governance of football. Our duties range from overseeing UEFA elections or revising the UEFA Statutes to preparing legal documents for Executive Committee meetings. We also provide counsel to UEFA's Legal Committee as well as its Players' Status, Transfer and Agents and Match Agents Committee.

How did your jobs change because of the pandemic?

Niki: Michaela and I were both appointed to a special COVID-19 task force, set up in June to guide UEFA's response to the pandemic, on and off the field. Together, we were tasked with drawing up the Return to Play protocol that would establish medical and operational obligations for all parties taking part in and/or organising UEFA matches during the pandemic. It meant collecting and coordinating input from a wide range of key parties: UEFA's high-level management, medical experts and other European football stakeholders.

Despite never having collaborated together before, we formed a strong working relationship from day one. It was especially interesting to learn first-hand from Michaela about the legal side of UEFA's work – knowledge which will definitely help me in the future.

Michaela: Like Niki, I suddenly had to switch focus from my normal tasks to concentrate on delivery of the Return to Play protocol. The workload, especially the pressure of having to deal with urgent issues 24/7, was intense.

For me, the biggest change was the opportunity to work so closely, and on a daily basis, with high-level management and colleagues across the organisation. It was a real eye-opener to the range of skills and experience within LIFFA

How did you successfully organise and oversee the Return to Play protocol during the pandemic?

Niki: The creation of a protocol advisory panel, made up of virologists, microbiologists and sports doctors, was key to our success. Its members' expertise lay behind UEFA's implementation of an effective testing regime, which minimised the risk of infection through playing and organising football matches. The panel also shaped our response to other COVID-19 challenges, such as how to manage players, coaches or officials previously infected with the virus. Michaela's legal perspective was also important, especially in monitoring and evaluating constantly changing health regulations imposed throughout Europe.

Michaela: Strong teamwork across UEFA units and divisions, from the first to the last minute, was the secret to our success. We could also rely on round-the-clock support from medical experts. Without this commitment and cooperation, we would never have managed to implement the Return to Play protocol and safely conclude our 2019/20 club competitions.

"Strong teamwork across UEFA, from the first to the last minute, was the secret to our success."



NIKI

PAPADIMITRIOU

Role: Coordinating

Biggest challenge

during pandemic:

the UEFA Return

to Play protocol by

coordinating input

from high-level

management and medical experts

Implementing

medical projects (in and out of

competitions)

UEFA medical

coordinator

MICHAELA CLICQUE

UEFA legal counsel

Role: Overseeing UEFA's regulatory framework

Biggest challenge during pandemic: Providing legal guidance to UEFA stakeholders about the Return to Play protocol

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Professional Football Strategy Council

Chairman Aleksander Čeferin

Representatives of the
UEFA Executive Committee

Karl-Erik Nilsson (Sweden) Sándor Csányi (Hungary) Fernando Gomes (Portugal) Michele Uva (Italy)

Appointed by the

European Club Association (ECA)

Pedro López Jiménez (Real Madrid CF) Peter Lawwell (Celtic FC) Raúl Sanllehi (Arsenal FC) Edwin van der Sar (AFC Ajax)

Appointed by the European Leagues (EL)

Lars-Christer Olsson (President) Sergey Pryadkin (Board member) Jacco Swart (Managing Director) Mathieu Moreuil (Board member)

Appointed by FIFPRO Division Europe

Bobby Barnes (President) Joaquim Evangelista (Board member) Mads Øland (Board member) Damiano Tommasi (Board member)

Observers:

UEFA
FIFA
Alasdair Bell
(Deputy General Secretary)
ECA
Michele Centenaro
(General Secretary)
EL
Georg Pangl
(General Secretary)

FIFPRO Division Europe

Jonas Baer-Hoffmann (General Secretary)

Meeting: 29 August 2019

Governance and Compliance Committee

ChairmanHerbert Hübel (Austria)MembersMarco Casagrande (Finland)
Charles Deguara
(Malta – independent member)
Kadir Kardaş (Turkey)
José Juan Pintó Sala
(Spain – independent member)

Meetings: 4 March 2020, 15 May 2020 by videoconference

Compensation Committee

12 June 2020 by videoconference

Chairman	David Gill (England)	
Members	Herbert Hübel (Austria) José Juan Pintó Sala (Spain – independent member)	
Consultant	Stephan Hostettler (Switzerland – HCM International Ltd)	
Meetings: 29 August 2019, 16 January 2020,		



National Associations Committee

Servet Yardımcı (Turkey)

Alexandros Dedes (Greece)

Kenny Jean-Marie (France)

Leonid Oleinicenco (Moldova)

Magdalena Urbanska (Poland)

Jorge Mowinckel (Spain)

Robert Sullivan (England)

Artur Vanetsvan (Armenia)

Biorn Vassallo (Malta)

Radu Visan (Romania)

David Gill (England)

Ari Lahti (Finland)

Sándor Csányi (Hungary)

Co-opted member Alan McRae (Scotland)

Meetings: 1 November 2019, 25 June 2020 by

Patrick Nelson

(Northern Ireland)

(North Macedonia)

Muamed Seidini

Chairman

3rd vice-chairman Guðni Bergsson (Iceland) Deputy chairman Fernando Gomes (Portugal) 4th vice-chairman Paul Philipp (Luxembourg) Deputy chairman Davor Šuker (Croatia) Memhers Hamit Altınton (Turkey) 1st vice-chairman Alexander Dyukov (Russia) Mehdi Bayat (Belgium) Robert Breiter (Switzerland) 2nd vice-chairman Hugo Quaderer (Liechtenstein) Angelo Chetcuti (Malta) Friedrich Curtius (Germany) 3rd vice-chairman Slaviša Kokeza (Serbia) Gijs de Jong (Netherlands) Laurent Georges (France) 4th vice-chairman Moshe Zuares (Israel) Virgar Hvidbro (Faroe Islands) Alexander Iashvili (Georgia) Azamat Aitkhozhin Rotem Kamer (Israel) (Kazakhstan) Emil Kostadinov (Bulgaria) Dennis Beiso (Gibraltar) David McDowell (Slovenia) Pal Bjerketvedt (Norway) Bernhard Neuhold (Austria) Dominique Blanc (Switzerland) Alfredo Olivares (Spain) Peter Bossaert (Belgium) Alberto Pacchioni (San Marino)

Meetings: 4 November 2019, 21 November 2019, 11 May 2020 by videoconference

Rod Petrie (Scotland)

Maciej Sawicki (Poland)

Håkan Sjöstrand (Sweden)

Terje Svendsen (Norway)

Damir Vrbanović (Croatia)

Niclas Carlnén (Malmö FF)

Fernando Carro (Bayer 04 Leverkusen)

(SSC Napoli)

Aurelio De Laurentiis

Jacques-Henri Eyraud

Ivan Gazidis (AC Milan)

Alexander Medvedev

(Manchester City FC)

Michael Verschueren

(RSC Anderlecht)

UEFA Club Competitions SA Board of Administrati

UEFA Club Competitions SA Board of Administrat

(Manchester United FC)

Ed Woodward

EL representative Didier Quillot (France)

Meetings: 29 August 2019, 10 February 2020,

season: Raphael Landthaler (SK Rapid Wien)

Member who left this committee during the 2019/20

17 June 2020 by videoconference

(FC Zenit St Petersburg)

Vidar Halldórsson

(FH Hafnarfiödur)

Ferran Soriano

(Olympique de Marseille)

Peter Fossen (PSV Eindhoven)

Kuno Tehva (Nõmme Kalju FC)

1st vice-chairman Sergey Pryadkin (Russia)

2nd vice-chairman Tiago Craveiro (Portugal)

Club Competitions Committee

 Chairman
 Fernando Gomes (Portugal)

 Deputy chairman
 David Gill (England)

 Deputy chairman
 Michael van Praag (Netherlands)

 1st vice-chairman
 Aki Riihilahti (HJK Helsinki)

 2nd vice-chairman
 Dariusz Mioduski

(Legia Warszawa SA) UEFA Club Competitions SA Board of Administration

Michele Uva (Italy)

Meetings: 24 September 2019, 26 November 2019, 2 March 2020, 2 April 2020 and 15 June 2020 by

3rd vice-chairman

Josep Maria Bartomeu (FC Barcelona)

UEFA Club Competitions
SA Board of Administration

Members

Referees Committee

videoconference

Chairman

Members

Chairman

Finance Committee

(UEFA Chief Refereeing Officer)

Deputy chairman Hugh Dallas (UEFA Refereeing Officer)

Members Marc Batta (UEFA Refereeing Officer)

Roberto Rosetti

(UEFA Refereeing Officer) Vladimir Sajn (UEFA Refereeing Officer) Dagmar Damková (UEFA Refereeing Officer)

Meetings: 18 September 2019, 24 March 2020 by videoconference

National Team Competitions Committee

 Chairman
 Sándor Csányi (Hungary)

 Deputy chairman
 Greg Clarke (England)

 Deputy chairman
 Gabriele Gravina (Italy)

Youth and Amateur Football Committee

Chairman Zbigniew Boniek (Poland) Deputy chairman Davor Šuker (Croatia) 1st vice-chairman Aivar Pohlak (Estonia) 2nd vice-chairman David Martin (Northern Ireland) 3rd vice-chairman Ian Maxwell (Scotland) 4th vice-chairman David Mujiri (Georgia) Uladzimir Bazanau (Belarus) Members José Couceiro (Portugal) Mustafa Erögüt (Turkey) Alessandro Giaquinto (San Marino) Salvador Gomar (Spain) Jahangir Hasanzada (Azerbaijan) Avi Halevi (Israel) Richard Havrilla (Slovakia) Mike Jones (Wales) Marc Keller (France) Christian Kofoed (Denmark) Yordan Letchkov (Bulgaria) Rudolf Marxer (Liechtenstein) Ludovico Micallef (Malta) Nikola Mužiková (Czech Republic) Vito Roberto Tisci (Italy) Rudi Zavrl (Slovenia)

Meeting: 13 December 2019

Member who left this committee during the 2019/20 season: John Delaney (Republic of Ireland)

Ronny Zimmermann (Germany)

Women's Football Committee

Chairwoman Anne Rei (Estonia)

Deputy chairman Michele Uva (Italy)

1st vice-chairwoman Hannelore Ratzeburg (Germany)

2nd vice-chairman Jasmin Baković (Bosnia & Herzegovina)

3rd vice-chairwoman Laura McAllister (Wales)

4th vice-chairwoman Frédérique Jossinet (France)

441 Vice Chair Woman Treachque 3033met (Tranc

Mette Bach Kjaer (Denmark)
Judit Berkesi (Hungary)
Sue Hough (England)
Svitlana Hrynkevich (Belarus)
Katrien Jans (Belgium)
Monica Jorge (Portugal)
Anette Karhu (Sweden)
Cheryl Lamont
(Northern Ireland)
Anne McKeown (Scotland)
Jon Morland (Norway)
Nina Patalon (Poland)

Gudrun Inga Sivertsen (Iceland) Jorge Vilda (Spain)

ECA representatives Linda Wiikström (Elitfotbol Dam)

Meta Römers (Netherlands)

Christina Saß (VfL Wolfsburg)

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ECA observer Olivier Jarosz

Meetings: 17 September 2019, 13 February 2020

Member who left this committee during the 2019/20 season: John Delaney (Republic of Ireland)

COMPOSITION OF THE UEFA COMMITTEES AS ON 30 JUNE 2020 **COMPOSITION OF THE UEFA COMMITTEES AS ON 30 JUNE 2020**

Futsal and Beach Soccer Committee

Aleksandr Alaev (Russia)

Sergii Vladyko (Ukraine)

eputy chairman	Pedro Dias (Portugal)
st vice-chairman	Petr Fousek (Czech Republic)
nd vice-chairman	Boris Durlen (Croatia)
rd vice-chairman	Hans Schelling (Netherlands)
lembers	Tommy Andersson (Sweden) Gian Luca Angelini (San Marin Mustafa Caglar (Turkey) Philippe Hertig (Switzerland) Yerlan Jamantayev (Kazakhsta Philippe Lafrique (France) Emils Latkovskis (Latvia) Andrea Montemurro (Italy) Ciprian Paraschiv (Romania) Bojan Pavićević (Serbia) Pedro Rocha Junco (Spain)
	Sergejus Slyva (Lithuania)

Meeting: 13 November 2019

HatTrick Committee

Chairman	Karl-Erik Nilsson (Sweden)
Deputy chairman	Armand Duka (Albania)
Deputy chairman	Leo Windtner (Austria)
1st vice-chairman	George Koumas (Cyprus)
2nd vice-chairman	Tomas Danilevičius (Lithuania)
3rd vice-chairman	Michail Kassabov (Bulgaria)

Members

Agim Ademi (Kosovo) Tom Borgions (Belgium) Mette Christiansen (Norway) Donal Conway (Republic of Ireland) Niccoló Donna (Italy) Peter Frymuth (Germany) Sylvain Grimault (France) Neil Jardine (Northern Ireland) Kaarlo Kankkunen (Finland) Alkın Kalkavan (Turkey) Vadym Kostiuchenko (Ukraine) Miroslaw Malinowski (Poland) Armen Melikbekyan (Armenia) Maxim Mitrofanov (Russia) Filip Popovski (North Macedonia) Teresa Romão (Portugal) Jovan Surbatović (Serbia) Amirzhan Tussupbekov (Kazakhstan) Márton Vági (Hungary) Yury Verheichyk (Belarus) Kurt Zuppinger (Switzerland)

Meetings: 3 October 2019, 13 February 2020

Member who left this committee during the 2019/20 season: Jozef Kliment (Slovakia)



Development and Technical Assistance Committee

Chairman	Luis Rubiales (Spain)
Deputy chairman	Zbigniew Boniek (Poland)
1st vice-chairman	Les Reed (England)
2nd vice-chairman	Dušan Bajević (Bosnia & Herzegovina)
3rd vice-chairman	Hannu Tihinen (Finland)

Members

Karol Belanik (Slovakia) Kakha Chumburidze (Georgia) Bent Clausen (Denmark) Nemanja Filipović (Serbia) Ion Geolgau (Romania) Mario Gjurcinovski (North Macedonia) Dzmitry Kasenak (Belarus) Lise Klaveness (Norway) Petar Krpan (Croatia) Andrius Skerla (Lithuania) Andrey Vlasov (Russia) Per Widén (Sweden) Fríðin Ziskason (Faroe Islands)

Meeting: 25 November 2019

Club Licensing Committee

Chairman	Michele Uva (Italy)
Deputy chairman	Michael van Praag
	(Netherlands)
1st vice-chairwoman	Ivančica Sudac (Croatia)
2nd vice-chairman	Thomas Christensen (Denmark
3rd vice-chairman	Yuriy Zapisotskiy (Ukraine)
4th vice-chairman	Kieran O'Connor (Wales)

Members

Roman Babaev (Russia) Sébastien Cazali (France) Mieke De Clercq (Belgium) Laura Dougan (Scotland) Aitor Elizegi (Spain) Ludvik Georgsson (Iceland) Tamás Gudra (Hungary) Hilmi Sinan Güreli (Turkey) Paulo Lourenço (Portugal) Siniša Mitrović (Slovenia) Nick Nicolaou (Cyprus) Alex O'Connell (Republic of Ireland) Arne Larsen Økland (Norway) Peter Peters (Germany) Nenad Santrač (Serbia) Heinrich Schifferle (Switzerland) Milan Vojtek (Slovakia) Łukasz Wachowski (Poland)

ECA representative Stefano Bertola (Juventus) EL representative Marc Lenz (Germany)

Meetings: 12 November 2019, 20 April 2020 by

Stadium and Security Committee

Chairman	Michael van Praag (Netherlands)
Deputy chairman	Servet Yardımcı (Turkey)
Deputy chairman	Armand Duka (Albania)

1st vice-chairman	Elvedin Begić (Bosnia & Herzegovina)
2nd vice-chairman	Phivos Vakis (Cyprus)
3rd vice-chairman	

Members

Bert Andersson (Sweden) Eamon Naughton (Republic of Ireland) Claus Christensen (Denmark) Peter Dedik (Slovakia) Volodymyr Geninson (Ukraine) Cécile Grandsimon (France) Hendrik Grosse Lefert (Germany) Adrian Ixari (Moldova) Martin Kozelj (Slovenia) Ģirts Krastiņš (Latvia) Laskarakis Pericles (Greece) Charles Robba (Gibraltar) Giovanni Spitaleri (Italy) Stephen Williams (Wales) ECA representative Giovanni Pifarotti

(FC Internazionale Milano)

EL representative Claus Thomsen (Denmark)

Meeting: 12 November 2019

Member who left this committee during the 2019/20 season: Zoran Cvrk (Croatia)

	Medical Committee	
	Chairman	Tim Meyer (Germany)
	Deputy chairwoma	n Charlotte Cowie (England)
	1st vice-chairwoman Helena Herrero (Spain)	
ark)	2nd vice-chairman	John Maclean (Scotland)
	3rd vice-chairman	Zoran Bahtijarević (Croatia)
	Members	Eduard Bezuglov (Russia) Bisser Bochev (Bulgaria) Mete Düren (Turkey) Andrea Ferretti (Italy)

Magnus Forssblad (Sweden) Georgios Godolias (Greece) Simone Grana (San Marino) Juan Carlos Miralles (Andorra) Emmanuel Orhant (France) Zsolt Szelid (Hungary) Elke Van den Steen (Belgium)

Meetings: 2 October 2019, 12 May 2020 by

Players' Status, Transfer and Agents and Match Agents Committee

Chairman	Andrii Pavelko (Ukraine)
Deputy chairman	Jesper Møller Christensen (Denmark)
1st vice-chairman	Marco Casagrande (Finland)
2nd vice-chairman	Andreu Camps i Povill (Spain)
3rd vice-chairman	Sofoklis Pilavios (Greece)
Members	Róbert Barczi (Hungary) Siarhei Ilyich (Belarus) Marc Juillerat (Switzerland) Stefano La Porta (Italy)

Pegie Leys (Belgium)

Matthew Paris (Malta)

David Newton (England)

Lukas Pitek (Slovakia) Igor Popov (Moldova) Denis Rogachev (Russia) Jean-Jacques Schonckert (Luxembourg) Tomislav Svetina (Croatia) Boris Stankov (Bulgaria) Eva Straatsma (Netherlands)

ECA representative Jesus Arroyo (Sevilla FC)

EL representative Ansgar Schwenken (Germany)

Meeting: 11 November 2019

Legal Committee

Chairman	Christian Andreasen
	(Faroe Islands)
Deputy chairman	Andrii Pavelko (Ukraine)
1st vice-chairman	Evangelos Grammenos (Greece)
2nd vice-chairman	Efraim Barak (Israel)
3rd vice-chairman	Henrik Ravnild (Denmark)
Members	Espen Auberg (Norway)
Wichibers	Mark Boetekees (Netherlands)
	Marta Cruz (Portugal)
	Emilie Doms (France)
	Neil Doncaster (Scotland)
	Vladimir Gasevski
	(North Macedonia)
	Tomas Gonzalez Cueto (Spain)
	Artan Hajdari (Albania)
	Vladimir İveta (Croatia)
	Krzysztof Malinowski (Poland)

Krister Malmsten (Sweden) Michalis Moushouttas (Cyprus) Borislav Popov (Bulgaria) Danill Savitski (Estonia) Eroll Salihu (Kosovo) Bernhard Schwarz (Austria) Adrian Stangaciu (Romania) Shabnam Taghiyeva (Azerbaijan) Saša Zagorc (Slovenia)

ECA representative Wouter Lambrecht (FC Barcelona)

EL representative Claudius Schäfer (Switzerland)

Meeting: 31 October 2019

Marketing Advisory Committee

Chairwoman	Florence Hardouin (France)
Deputy chairman	Luis Rubiales (Spain)
Deputy chairman	Martin Malík (Czech Republic)
1st vice-chairman	Kadir Kardaş (Turkey)
2nd vice-chairman	
3rd vice-chairman	Jonathan Ford (Wales)
4th vice-chairman	Mark Bullingham (England)
Members	Olzhas Abrayev (Kazakhstan) Nicole Bekkers (Netherlands) Marco Brunelli (Italy) Atanas Furnadzhiev (Bulgaria) Annika Gralls (Sweden) Manu Leroy (Belgium) Nuno Moura (Portugal)

Aleksandra Pejkovska (North Macedonia) Agnieszka Prachniak (Poland) Chris Rawlings (Scotland) Borghildur Sigurdardottir (Iceland) Jaroslav Šišolák (Slovakia) Frances Smith (Republic of Ireland) Denis Solovev (Russia)

Meeting: 20 November 2019

Member who left this committee during the 2019/20 season: Kaspars Gorkšs (Latvia)

Media Committee

Chairman	Răzvan Burleanu (Romania)
Deputy chairman	Jesper Møller Christensen (Denmark)
	(Definitions)
1st vice-chairman	Nicolai Cebotari (Moldova)
2nd vice-chairman	Momir Djurdjevac (Montenegro
3rd vice-chairman	Edgaras Stankevicius (Lithuania)
4th vice-chairman	Peter Jehle (Liechtenstein)
Members	Janusz Basałaj (Poland)
	Matej Damjanović
	(Bosnia & Herzegovina)
	Márton Dinnyés (Hungary)
	Louisa Fyans (England)
	Otar Giorgadze (Georgia)

Julie-Ann Gross (France)

Gazmend Malo (Albania)

Tomaž Ranc (Slovenia)

Stilian Shishkov (Bulgaria)

Alexandros Spyropoulos

Georgi Matevosyan (Armenia)

ECA representative Jiří Vrba (SK Slavia Praha)

(Greece)

Meeting: 12 December 2019

Fair Play and Social Responsibility Committee

	Chairman	Elkhan Mammadov (Azerbaijan)
	Deputy chairman	Karl-Erik Nilsson (Sweden)
	Deputy chairwoman	Florence Hardouin (France)
	1st vice-chairman	Norman Darmanin Demajo (Malta)
	2nd vice-chairman	Kairat Boranbayev (Kazakhstan)
	3rd vice-chairwoman	Klara Bjartmarz (Iceland)
	4th vice-chairman	Edgars Pukinsks (Latvia)
	Members	Francisca Araújo (Portugal) Milovan Djukanović (Montenegro) Benjamin Egli (Switzerland) Paul Elliott (England) Ekaterina Fedyshina (Russia) Conrad Kirkwood (Northern Ireland) Edvin Libohova (Albania) Haris Loizides (Cyprus)



Charles Schaack (Luxembourg) Gaston Schreurs (Belgium) Stefanie Schulte (Germany) Dragan Soldo (Bosnia & Herzegovina) Peter Tornbo (Denmark) Johan van Geijn (Netherlands) Konstantinos Vrakas (Greece)

Levan Kobiashvili (Georgia)

EL representative Marcin Animucki (Poland)

Meetings: 5 November 2019, 23 June 2020 by videoconference

Football Committee

Deputy chairman	Borislav Mihaylov (Bulgaria)
1st vice-chairman	Pavel Cebanu (Moldova)
2nd vice-chairman	Dejan Savićević (Montenegro)
3rd vice-chairman	Luís Figo (Portugal)
4th vice-chairman	Demetrio Albertini (Italy)
Members	Panagiotis Chatzialexiou (Germany) Matt Crocker (England) Rıdvan Dilmen (Turkey) Hrach Ghambaryan (Armenia) Stefan Majewski (Poland) Katri Mattsson (Finland) José Francisco Molina (Spain) Marko Pantelić (Serbia) Oleh Protasov (Ukraine) Anja Rein (Faroe Islands) Ilir Shulku (Albania)

ECA representative Emilio Butragueño (Real Madrid CF)

Pedro Proença (Portugal) EL representative

Special advisor Roberto Rosetti (UEFA Chief Refereeing Officer)

Emir Spahic (Bosnia & Herzegovina) Mihai Stoichita (Romania)

Libor Sionko (Czech Republic)

Meeting: 12 November 2019

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José Miguel Monje Carrillo



Gibraltar

Italy

Lithuania

Netherlands

Portugal

Sweden





Belgium

Czech Republic

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Finland



TheFA

England

KS

Iceland

Latvia































































Luxembourg

North Macedonia

Republic of Ireland

Switzerland

Greece







Northern Ireland

FRF

Romania

Slovakia

DBU

Denmark

* *

France

Hungary







































