



No. 30/2021

TO UEFA MEMBER ASSOCIATIONS

For the attention of
the President and the General Secretary

Your reference

Your correspondence of

Our reference
TRA/NBZ

Date
5 May 2021

UEFA Strategy 2019–24: Introduction of Responsibility pillar

Dear Sir or Madam,

On 19 April 2021, the addition of a new strategic pillar to the UEFA Strategy, *Together For The Future Of Football 2019-2024*, was approved by the UEFA Executive Committee in Montreux.

The new pillar, titled **Responsibility**, joins the four existing pillars of Football, Trust, Competitiveness and Prosperity. This addition will further support UEFA in its delivery of the key objectives and strategic priorities as laid out in 2019 for the subsequent five-year period.

BACKGROUND

Football in Europe, across all countries and at all levels, has faced unprecedented challenges over the last year. The last twelve months have highlighted the importance of football in society, and the role it plays with the environment and the wider economy.

UEFA and member associations have a responsibility to ensure football fits in a sustainable, safe and diverse society; every action we do must acknowledge the impact on the environment, society and economy. This will help us protect the fundamentals of the game for future generations.

Since the start of 2021, the UEFA Strategy Steering Committee, comprising presidents/general secretaries from seven member associations, has worked with the UEFA administration, including the new Football and Social Responsibility division, to establish the four principle objectives and ten policies of the new Responsibility pillar.

DETAILS

The work of the UEFA administration, together with member associations and other stakeholders, will be further reflected in this new strategic pillar; with a particular focus on the **upholding and fostering of human rights** for all those involved in the game, as well as **ensuring football fits in and helps to conserve a sustainable environment**.

The pillar is founded on ten specific policies:

- **Anti-Discrimination**
- **Child and Youth Safeguarding**
- **Solidarity and Rights**
- **Football for All**
- **Health and Well-Being**
- **Equality and Inclusion**
- **Refugee Support**
- **Environmental Protection**
- **Event Sustainability**
- **Circular Economy**

As with the other four pillars, these policies will be for the long-term benefit of the entire European football community and should fit with the strategic plans of its member associations. UEFA is conscious that the objectives laid out in the pillar can only be achieved in cooperation with stakeholders.

We would like to share with you, through the enclosed documents, the full details of the Responsibility pillar, included in an **updated** edition of the UEFA Strategy 2019-2024, available in English, French and German.

Next week there will be the opportunity to discuss the new pillar and its application within the context of the UEFA FSR strategy introduction meetings.

We hope this information is useful to you and thank you for your continued support.

Yours faithfully,

U E F A



Theodore Theodoridis
General Secretary

Enclosure

- UEFA Strategy updated version

cc (with enclosure)

- UEFA Executive Committee
- UEFA Fair Play and Social Responsibility Committee
- European members of the FIFA Council
- FIFA, Zurich