



WE CARE ABOUT FOOTBALL

UEFA HatTrick V Regulations

Edition 2021

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Preamble

Based on Articles 23(1) and 2(2) of the UEFA Statutes and in view of the UEFA objective set out in Article 2(1)(h) thereof to “redistribute revenue generated by football in accordance with the principle of solidarity and to support reinvestment in favour of all levels and areas of football, especially the grassroots of the game”, the following regulations have been adopted by the UEFA Executive Committee.

I - General provisions

Article 1 Purpose of the UEFA HatTrick programme

- ¹ The UEFA HatTrick programme was established to provide financial support to the UEFA member associations in their efforts to develop and foster football at all levels within their territories.
- ² At its meeting in Kyiv on 24 May 2018, the UEFA Executive Committee approved the extension of the HatTrick programme for the period from 1 July 2020 to 30 June 2024 (hereinafter: HatTrick V programme).

Article 2 Abbreviations and definitions

- ¹ For the purpose of these regulations, the following abbreviations and definitions apply:
 - a. CEO: chief executive officer;
 - b. CO₂: carbon dioxide;
 - c. CSR: corporate social responsibility;
 - d. EMAS: European Eco-Management and Audit Scheme;
 - e. FIFA: International Federation of Football Associations;
 - f. FSR: football and social responsibility;
 - g. GS: general secretary;
 - h. GRI: Global Reporting Initiative;
 - i. HatTrick investment funding: the financial support allocated by UEFA to UEFA member associations under the HatTrick V programme for investment projects that aim to develop and improve football in general and football infrastructure in particular, as further described in Chapter II;
 - j. HatTrick incentive funding: the financial support allocated by UEFA to UEFA member associations under the HatTrick V programme to encourage them to implement various UEFA programmes, charters, competitions, other activities and initiatives, as further described in Chapter III;
 - k. ICT: information and communications technology;
 - l. ISO: International Organization for Standardization;
 - m. KPI: key performance indicator;
 - n. LED: light-emitting diode;
 - o. LEED: Leadership in Energy and Environmental Design;
 - p. NADO: national anti-doping organisation;
 - q. NGO: non-governmental organisation;

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- r. SMART: a framework for setting goals, which should be specific, measurable, achievable, realistic and timely;
 - s. UEFA: Union of European Football Associations;
 - t. UEFA FDEP: UEFA football doctor education programme;
 - u. UEFA GROW: the business development support programme to nurture football across Europe, offering tailor-made consultation services to national associations in the areas most relevant for football organisations;
 - v. UEFA WFDP: UEFA women's football development programme;
 - w. UN: United Nations;
 - x. WADA: World Anti-Doping Agency.
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Article 3 Scope of application

- ¹ These regulations define the financial support allocated under the HatTrick V programme (hereinafter HatTrick V funding), the type of projects eligible under this programme and the administrative duties of the parties involved.
 - ² These regulations cover the financial period from 1 July 2020 to 30 June 2024.
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Article 4 HatTrick funding

- ¹ The financial support under the HatTrick V programme is divided into HatTrick investment funding and HatTrick incentive funding.
 - ² HatTrick V funding consists of the following maximum amounts for the financial period mentioned in Article 3:
 - a. HatTrick investment funding: €4.5m per UEFA member association;
 - b. HatTrick incentive funding: an annual contribution of up to €2.4m per UEFA member association, broken down as follows:
 - i. €800,000 as an annual solidarity payment to cover the current running costs of the UEFA member association;
 - ii. €1.6m in annual incentives to:
 - a. take part in UEFA youth, women's, futsal and amateur competitions;
 - b. implement the UEFA club licensing system;
 - c. implement good governance principles and run good governance projects;
 - d. implement the UEFA Grassroots Charter;
 - e. implement the UEFA women's football development programme;
 - f. implement the UEFA Coaching Convention;
 - g. implement the UEFA Referee Convention;
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- h. implement the UEFA elite youth player development programme;
- i. implement the UEFA football social responsibility programme;
- j. travelling expenses for the national teams;
- k. anti-match-fixing and integrity activities.

Article 5 Beneficiaries

- ¹ The beneficiaries of the HatTrick V programme are associations admitted as UEFA members by the UEFA Congress in accordance with the UEFA Statutes (i.e. excluding those provisionally admitted as members) and which fulfil the requirements for receiving HatTrick funding as set out in these regulations.
- ² HatTrick funding is paid directly to the beneficiaries, i.e. the UEFA member associations. Unless decided otherwise by the UEFA administration, HatTrick funding is never paid directly to any third party, such as a member of a UEFA member association, a professional league, a club, or any other third-party supplier.
- ³ Should a UEFA member association be suspended in accordance with the UEFA Statutes, any payments due in connection with the HatTrick V programme are immediately frozen until further notice. The UEFA Executive Committee may take further measures, such as making deductions from future payments or requesting partial or full reimbursement of any payments already made during the financial period covered by these regulations. When the suspension is lifted, the UEFA Executive Committee then decides what action to take in respect of frozen payments.
- ⁴ In the case of termination of UEFA membership in accordance with the UEFA Statutes (e.g. exclusion), UEFA reserves the right to request full or partial reimbursement of any payments made during the financial period covered by these regulations.

Article 6 Advance payments, offsetting, taxes, costs and expenses

- ¹ No advance payments will be made unless the UEFA HatTrick Committee has approved the investment project submitted by the UEFA member association on fulfilment one of the following conditions:
 - a. the HatTrick Committee considers the project of crucial importance to the development of football in the country and/or the UEFA member association concerned;
 - b. the project is substantially co-funded by at least one other party, e.g. a government or municipal authority.
- ² Advance payments will be subject to an interest rate and procedure established by the UEFA Finance Committee after consultation with the UEFA administration.

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- ³ Each UEFA member association's total annual HatTrick incentive funding (solidarity payment and incentive payments) is paid out in three instalments over the course of the UEFA financial year.
 - ⁴ The UEFA administration may offset any amounts allocated to a UEFA member association under the terms of these regulations against any other amounts due to UEFA by that member association.
 - ⁵ UEFA member associations are responsible for paying any taxes, other duties and fees due as a result of receiving HatTrick funding.
 - ⁶ UEFA member associations bear all costs and expenses, including legal, professional, banking and exchange charges, incurred in connection with the preparation, execution and completion of projects undertaken as part of the HatTrick V programme, and the cost of any documents, amendments, supplements or waivers associated with such projects.

Article 7 Information

- ¹ Unless stipulated otherwise in these regulations, for each project undertaken under the HatTrick V programme, the UEFA member association concerned must provide UEFA with:
 - a. regular reports on the progress made and the specific use of the HatTrick funding;
 - b. any relevant information related to the development of the project, such as any event that causes or might cause a delay or default in the development of the project and any steps being taken to remedy it;
 - c. any other information related to the development of the project whenever requested by UEFA;
 - d. a final detailed report at the end of the project with relevant information, including pictures.

Article 8 Inspections, audits and fraud prevention

- ¹ UEFA member associations may not use HatTrick funding for any purposes other than that defined in the corresponding countersigned project agreement, or in the case of incentive payments, the purposes defined in Chapter III of these regulations.
- ² UEFA reserves the right at any time to inspect any UEFA member association accounts and documents and supplier and contractor records relating to the management of projects and the allocated HatTrick funding.
- ³ UEFA reserves the right to send its own duly authorised representatives to carry out any technical and financial checks and audits that it considers necessary in relation to the management of projects and the allocated HatTrick funding.

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- 4 UEFA member associations must provide any information and documents that are requested for the purposes of such inspections, checks and audits in relation to the management of projects and the allocated HatTrick funding, and take all appropriate steps to facilitate the work of UEFA's duly authorised representatives, including giving them access to sites, premises, computers and cloud-based data storage systems wherever such information and documents may be kept.
 - 5 UEFA member associations must ensure that any suspected or actual cases of fraud, corruption or other illegal activity in relation to projects and the allocated HatTrick funding are duly investigated and dealt with. Any such cases must be reported to UEFA without delay.

Article 9 Project management

- 1 UEFA member associations must manage their projects in accordance with:
 - a. the provisions of these regulations and the terms of the corresponding countersigned project agreement;
 - b. UEFA's no-tolerance approach to any attempt or act of corruption, of any shape or form and in any jurisdiction, even if such activities are tolerated or not prosecutable in the country in question;
 - c. all applicable laws, including those governing data privacy;
 - d. the standards laid down by international conventions such as the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.
- 2 UEFA member associations must also:
 - a. establish appropriate procedures, such as bidding processes, to evaluate and select suppliers and subcontractors based on their commitments to social and environmental accountability;
 - b. assess and reduce the environmental impact of their projects and use resources responsibly, in order to achieve sustainable growth that respects the environment;
 - c. cooperate at any time with UEFA on its inspection and supervision of the use of HatTrick funding.

II - Investment projects

Article 10 Investment project areas and criteria

- ¹ Investment projects must help develop football within the territory of UEFA, be of strict common interest to the football community and have a clear sporting, functional and educational purpose.
- ² Investment projects must be tailor-made to suit the individual needs of the UEFA member associations concerned, and developed according to the level of development of the UEFA member associations as set out below. Unless otherwise decided by the HatTrick Committee, UEFA member associations may access subsequent levels if the conditions of the previous level(s) are met, as set out below.
 - a. First level: Infrastructure

The UEFA member association:

 - i. owns or has a long-term lease on its headquarters, along with appropriate office equipment and facilities that allow its employees to perform their duties efficiently and work in a positive environment;
 - ii. owns or leases a stadium that is on its national territory and meets the minimum requirements to host all UEFA competitions in accordance with the UEFA regulations in force;
 - iii. has completed or is implementing large-scale development projects involving the construction of mini/full-size pitches or futsal courts throughout the country in collaboration with clubs and/or local authorities; and
 - iv. has guaranteed access to a centre or training facilities for all national teams.
 - b. Second level: Development, training and education

The UEFA member association organises:

 - i. grassroots activities for promoting the game of football/futsal;
 - ii. training and education in coaching, refereeing, sports medicine, safety and security, and other specialist topics;
 - iii. youth football/futsal: youth team coach education, regional and national youth training centres and football academies, and talent promotion;
 - iv. women's football: player recruitment and retention initiatives for girls, club and league development, elite youth development, increasing the number of qualified female coaches and referees, women's futsal, etc.;
 - v. football and social responsibility and environmental sustainability as defined in Annex H.

c. Third level: Other areas

The UEFA member association can invest in or organise projects or activities in other areas, such as:

- i. training and education centres for coaches, technical staff, etc.;
- ii. ICT programme development and facilities;
- iii. sports equipment: goalposts, footballs, cones, corner flags, etc.;
- iv. other projects eligible for the HatTrick V programme.

3 Unless otherwise decided by the UEFA HatTrick Committee:

- a. applications for feasibility studies, project designs and similar preliminary documents will not be accepted;
- b. if included in a project, the payment of salaries and/or running costs shall not exceed 50% of the total HatTrick investment funding;
- c. applications for sports kits for national teams (tracksuits, jerseys, etc.) will not be accepted.

Article 11 Procedure for submitting investment projects

- 1 Any investment project submitted by a UEFA member association is subject to the procedural rules laid down in Annex A.
- 2 Projects may address one or a combination of the areas listed in Article 10.

Article 12 Financing investment projects

- 1 HatTrick investment funding is intended to be the driving force behind investment projects.
- 2 UEFA member associations should seek additional financial support from FIFA and other third parties, such as government, local authorities, sponsors, etc., in order to carry out HatTrick investment projects with mixed funding.
- 3 UEFA actively supports mixed funding, provided that the external partners enlisted by the UEFA member association have been approved by UEFA and the conditions of their financial and operational involvement are clearly defined and agreed in writing.
- 4 UEFA member associations are encouraged to support other members of their domestic football communities through investment projects.
- 5 UEFA member associations may apply for a minimum of €100,000 for up to five investment projects, unless otherwise decided by the UEFA HatTrick Committee.

Article 13 Allocation and payment provisions

- ¹ UEFA will only pay out HatTrick investment funding if the necessary conditions and requirements are met and adhered to.
- ² If a UEFA member association does not use all the HatTrick investment funding available to it in the financial period covered by these regulations, the remaining amount is not carried over for use in the framework of a subsequent UEFA HatTrick cycle, unless so approved by the UEFA HatTrick Committee.
- ³ For each project awarded HatTrick funding, UEFA has full discretion to make either a one-off payment or to split contributions into instalments, depending on the nature of the project and the agreed implementation schedule.
- ⁴ HatTrick investment funding is paid out only on receipt of a countersigned project agreement and subject to the condition that the UEFA member association does not violate the provisions of these regulations or the terms and conditions of the countersigned project agreement.
- ⁵ HatTrick investment funding may only be used for the purpose defined in the corresponding countersigned project agreement. In case of non-compliance, the UEFA HatTrick Committee may decide to reallocate the funding to another project or apply an interest rate.
- ⁶ HatTrick investment funding is credited to the UEFA member association's ordinary UEFA bank account, unless UEFA or the UEFA member association (in a document signed by its president and general secretary) asks to open a specific bank account for HatTrick projects. UEFA reserves the right to request comprehensive financial statements and power of attorney over such bank accounts.
- ⁷ When setting up a project, the UEFA member association must submit a budget, including running costs, maintenance costs and depreciation.
- ⁸ UEFA member associations are responsible for all project-related invoices and bookkeeping. No direct invoicing to UEFA is permitted.
- ⁹ UEFA bears no liability for how HatTrick investment funding is used by UEFA member associations.
- ¹⁰ The UEFA administration reserves the right at any time to check or monitor any documents related to a given project.

III - Incentive payments

Article 14 Annual incentive payments

- ¹ During the financial period covered by these regulations, each UEFA member association may receive an annual solidarity payment of €800,000 and various annual incentive payments up to a total of €1.6m each year.
- ² The following maximum incentive payments apply:
 - a. €250,000 for taking part in UEFA youth, women's, futsal and amateur competitions;
 - b. €250,000 for implementing the UEFA club licensing system;
 - c. €200,000 for implementing good governance principles and running good governance projects;
 - d. €200,000 for implementing the UEFA Grassroots Charter;
 - e. €150,000 for implementing the UEFA women's football development programme;
 - f. €100,000 for implementing the UEFA Coaching Convention;
 - g. €100,000 for implementing the UEFA Referee Convention;
 - h. €100,000 for implementing the UEFA elite youth player development programme;
 - i. €100,000 for implementing the UEFA football and social responsibility programme;
 - j. €100,000 for travelling expenses for national teams;
 - k. €50,000 for anti-match-fixing and integrity activities.

Article 15 Participation in UEFA youth, women's, futsal and amateur competitions

- ¹ Incentive payments for taking part in UEFA youth, women's, futsal and amateur competitions during the financial period covered by these regulations are allocated according to the following table:

Competition	Amount per season in €
UEFA European Under-17 Championship	25,000
UEFA European Under-19 Championship	25,000
UEFA European Under-21 Championship	20,000

UEFA European Women's Under-17 Championship	35,000
UEFA European Women's Under-19 Championship	35,000
UEFA Women's Champions League	20,000
UEFA Futsal Champions League	20,000
UEFA European Women's Championship	25,000
UEFA European Futsal Championship	20,000
UEFA European Women's Futsal Championship	8,000
UEFA European Under-19 Futsal Championship	7,000
UEFA Regions' Cup	10,000
Maximum amount available	250,000

- ² Depending on the scheduling of the UEFA youth, women's, futsal and amateur competitions and unless decided otherwise by the UEFA Executive Committee, incentives for taking part in UEFA youth, women's, futsal and amateur competitions will be allocated as in the above table for seasons 2020/21, 2021/22, 2022/23 and 2023/24.
- ³ The circular letter inviting member associations to enter a team in the competition may indicate the intended use of the incentive payment for the competition concerned.

Article 16 Implementation of the UEFA club licensing system

- ¹ An annual incentive payment of up to €250,000 is allocated to each UEFA member association for implementing the UEFA Club Licensing and Financial Fair Play Regulations. This funding must be used to cover the associated administrative expenses and running costs within the UEFA member association.

The above-mentioned amount is broken down as follows:

- a. a fixed amount of €130,000 to cover operating costs for running the UEFA club licensing system and monitoring process at member association level;
- b. a maximum additional €120,000, which comprises the following maximum amounts:
 - i. €30,000 for obtaining certification from an independent body approved by UEFA under the Club Licensing Quality Standard, as defined in the UEFA Club Licensing and Financial Fair Play Regulations;
 - ii. €30,000 for applying a club licensing system to govern participation in its domestic competitions;
 - iii. €30,000 for actively participating in benchmarking surveys requested by the UEFA administration and completing them for at least all its top-division clubs;

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- iv. €30,000 for implementing a club monitoring system for UEFA or domestic club competitions, as defined in the UEFA Club Licensing and Financial Fair Play Regulations.
- ² In the event that the function of licensor is delegated to the affiliated professional league, with UEFA's approval, the UEFA member association must provide the UEFA administration with a copy of a signed written agreement between the UEFA member association itself and the professional league, in one of the official UEFA languages, governing the distribution of the annual club licensing incentive of up to €250,000.

Article 17 Good governance

- ¹ A maximum of €100,000 is allocated to each UEFA member association for implementing the good governance principles recommended by the UEFA Executive Committee and defined in Annex B, as follows:
- a. in the two first seasons, each UEFA member association will receive €100,000 regardless of its level of implementation of the good governance principles;
 - b. in the third and fourth seasons, the amount allocated will depend on the level of implementation of the good governance principles as gauged by the UEFA administration in accordance with Annex C.
- ² An additional incentive of up to €80,000 is allocated to each UEFA member association that, by 30 September each year, applies for at least one project to improve its governance. The project application(s) must be approved by the UEFA administration. Status reports on approved projects must be submitted by 31 March.
- ³ An annual incentive of up to €10,000 is allocated for each UEFA member association to deliver anti-doping education activities at national level, as set out in Annex D.
- ⁴ An annual incentive of up to €10,000 is allocated for each UEFA member association to implement the UEFA football doctor education programme at national level, as set out in Annex E.

Article 18 Implementation of the UEFA Grassroots Charter

- ¹ An annual incentive of up to €200,000 is allocated to each UEFA member association for signing the UEFA Grassroots Charter and for implementing it throughout the whole financial period covered by these regulations.
- ² To be eligible to receive the annual grassroots incentive payments, each UEFA member association needs to have at least one full-time employee dedicated to grassroots football, a grassroots strategy and to meet the minimum requirements outlined in the UEFA Grassroots Charter.

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- ³ The amount of the incentive is determined by the level each UEFA member association achieves in the annual UEFA Grassroots Charter evaluation:
 - a. €150,000 at gold level;
 - b. €125,000 at silver level;
 - c. €100,000 at bronze level;
 - d. €0 if the minimum requirements as defined in the UEFA Grassroots Charter are not met.
 - ⁴ UEFA member associations that meet the minimum requirements but are not yet at gold level may submit a project plan, addressing at least one of the weaknesses highlighted by the UEFA Grassroots Charter evaluation, in order to apply for the difference between the actual incentive payment and the maximum of €150,000 available.
 - ⁵ An additional €50,000 is available to each UEFA member association for implementing a school football programme. To qualify, member associations must submit a project plan at the start of the 2020/21 season, including SMART objectives for at least the length of the HatTrick V cycle, and achieve the defined annual targets.

Article 19 Implementation of the UEFA women's football development programme

- ¹ An annual incentive of up to €150,000 is allocated to each UEFA member association for implementing a maximum of three projects that reflect and contribute to its strategic goals for women's football.
- ² UEFA member associations that cannot demonstrate adequate human resources for women's football must use part of this funding for this purpose before being eligible to apply for other projects as part of this programme.
- ³ Projects must meet the criteria and process outlined in Annex G and relate to one or more of the following areas:
 - a. adequate human resources dedicated to women's football;
 - b. participation, access and infrastructure projects;
 - c. projects to enhance elite performance.

Article 20 Implementation of the UEFA Coaching Convention

- ¹ An annual incentive of up to €100,000 is allocated to each UEFA member association for signing the UEFA Coaching Convention at least at UEFA B level and for implementing it throughout the whole financial period covered by these regulations.
- ² To be eligible to receive the full annual incentive payment, each UEFA member association must hold at least one UEFA course at B level per season.

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- ³ This funding is to be invested in the association's coach education programme, which must comply with the UEFA Coaching Convention.
 - ⁴ UEFA member associations are required to submit an annual plan, and report to UEFA on their coach education programme and the exact use of the incentive.

Article 21 Implementation of the UEFA Referee Convention

- ¹ An annual incentive of €100,000 is allocated to each UEFA member association that is a signatory to the UEFA Referee Convention for implementing it throughout the whole financial period covered by these regulations and for meeting the requirements for convention membership.
- ² UEFA member associations that are in the process of becoming signatories can submit financial support requests based on projects or equipment needed to allow them to meet the requirements for convention membership. Financial requests of up to €100,000 can be submitted per season and must be approved by the UEFA administration.
- ³ If a UEFA member association receives financial support to allow it to meet the requirements for convention membership and is accepted as a signatory during the same UEFA financial year, the UEFA administration will deduct that support from the annual financial incentive allocated that season to the UEFA member association as a signatory.

Article 22 Implementation of the UEFA elite youth player development programme

- ¹ An annual incentive of up to €100,000 for each of the financial years covered by these regulations is allocated to each UEFA member association for implementing activities for U13–U16 footballers within or outside existing elite academy structures in accordance with the UEFA Elite Youth Player Development Guidelines. UEFA member associations will each receive up to €100,000, depending on their level of activity, in one of the following areas:
 - a. elite youth player development programme within an academy;
 - b. elite youth player development programme outside an academy;
 - c. performance optimisation programme;
 - d. elite women's youth football development;
 - e. development tournaments.

Article 23 Implementation of the UEFA football and social responsibility programme

An annual incentive of up to €100,000 is allocated to each UEFA member association for activities that demonstrate a strategic approach to football and social responsibility, as set out in Annex H.

Article 24 Travelling expenses for national teams

An annual incentive of €100,000 is allocated to each UEFA member association as a contribution towards the travelling expenses of its national teams.

Article 25 Anti-match-fixing and integrity activities

- ¹ An annual incentive of up to €50,000 is allocated to each UEFA member association to combat match-fixing and implement integrity-related activities, which includes:
- a. implementing the 'European football united for the integrity of the game' resolution, unanimously adopted by the 2014 UEFA Congress, the content of which is reproduced in Annex I;
 - b. appointing an integrity officer with the following main duties:
 - i. regularly provide the UEFA administration with information about investigations and prosecution of corruption, match-fixing and other criminal activities within football;
 - ii. deal with information received from UEFA and other sources (clubs, individuals, etc.), concerning corruption, match-fixing and other criminal activities;
 - iii. cooperate and exchange files and other information with state authorities working in this field, especially with regard to initiating proceedings and coordinating action;
 - iv. monitor integrity-related disciplinary and criminal proceedings in their country;
 - v. organise and oversee integrity-education seminars and courses for players, referees, coaches and any other persons responsible for technical and administrative matters at the UEFA member association in question or at any league or club affiliated to this association;
 - vi. implement the measures listed in the resolution reproduced in Annex I;
 - c. establishing and running comprehensive education programmes, especially for young players, to increase awareness of the risks of match-fixing and ensure that all those involved in football are aware of and comply with the relevant rules;

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- d. supporting UEFA's integrity-education programmes locally;
 - e. implementing effective regulations to combat and eradicate match-fixing;
 - f. effectively investigating and prosecuting cases of match-fixing and attempted match-fixing;
 - g. establishing a secure and confidential reporting system to allow people to report incidents of match-fixing and attempted match-fixing;
 - h. encouraging the competent state authorities to sign and ratify the Council of Europe Convention on the Manipulation of Sports Competitions (the Macolin Convention) as well as any other international conventions aimed at fighting corruption in sport.
- ² UEFA member associations are required to submit an annual plan and report to UEFA on the use of the HatTrick incentive payment to combat match-fixing and implement integrity-related activities.

IV - Final provisions

Article 26 Implementation of these regulations

- ¹ The UEFA administration is entitled to take all decisions and measures necessary for implementing these regulations and monitoring their application.
- ² For this purpose, the UEFA administration may, in particular:
 - a. monitor the use of the amounts allocated under these regulations;
 - b. request financial documentation related to these amounts;
 - c. ask for progress and status reports on projects;
 - d. ask for a financial audit by an independent auditor appointed by the UEFA administration and paid for by the UEFA member association concerned.
- ³ In carrying out these tasks, the UEFA administration cooperates with the relevant UEFA committees and expert panels in accordance with the UEFA Organisational Regulations.

Article 27 Breach of these regulations

- ¹ In case of any violation of these regulations, in particular when fraud or corruption have been committed, UEFA may decide at any time to suspend or cancel payments, request a partial or full reimbursement, make deductions from future HatTrick V payments, terminate any project agreement concluded with the UEFA member association concerned and/or take any other appropriate measures.
- ² UEFA member associations must pay UEFA any interest, costs and expenses, including legal fees, incurred by UEFA as a result of any breach of these regulations.

Article 28 Disputes

Any disputes related to the allocation of the amounts laid down in these regulations are referred to the UEFA Executive Committee, whose decisions are final.

Article 29 Unforeseen cases

The UEFA Executive Committee takes a final decision on any matters not provided for in these regulations.

Article 30 Annexes

All annexes form an integral part of these regulations.

Article 31 Authoritative version

If there is any discrepancy in the interpretation of the English, French or German versions of these regulations, the English version prevails.

Article 32 Adoption, period of validity and abrogation

- ¹ These regulations were adopted by the UEFA Executive Committee at its meeting on 11 July 2021.
- ² They apply to the financial period from 1 July 2020 to 30 June 2024.
- ³ They replace the UEFA HatTrick Regulations (Edition 2020).

For the UEFA Executive Committee:

Aleksander Čeferin
President

Theodore Theodoridis
General Secretary

London, 11 July 2021

Annex A - Procedural rules for investment projects

(see Article 10)

A.1 Application procedure

A.1.1 Application form

- a. To apply for HatTrick investment funding, UEFA member associations must complete the application form on the dedicated HatTrick platform, which includes the following sections:
 - i. Project proposal
 - ii. Financial plan
 - iii. Management structure
 - iv. Supplier analysis
 - v. Project timetable and budgeting
 - vi. Ownership structure
 - vii. Project promotion and communication
- b. Application forms must be duly completed in full and in English in order for the projects to be eligible for funding through the HatTrick V programme. UEFA member associations must provide all information and documentation deemed necessary by UEFA.
- c. If an application is incomplete or a project does not fulfil basic material or formal conditions, the UEFA administration may return it to the applicant UEFA member association with a request for additional information, clarification or confirmation.

A.1.2 Number of projects

A UEFA member association may apply for HatTrick investment funding for up to five projects in the financial period covered by these regulations.

A.1.3 Availability of funds

The financial contribution of up to €4.5m per UEFA member association must cover all investment projects accepted by UEFA, subject to a minimum of €100,000 per project, according to an allocation plan to be mutually defined by the UEFA member association concerned and the UEFA administration. The financial contribution is intended to be used to develop new projects, not to finance them after completion.

A.1.4 Technical support

- a. Site visits may be conducted by members of the UEFA HatTrick Committee, the UEFA administration or experts appointed by the UEFA administration.
- b. When submitting an infrastructure project, UEFA member associations must organise a fair and transparent tender process for the whole project that

complies with national and local law and UEFA's procurement guidance, when applicable. UEFA member associations may ask the UEFA administration for support in their tender processes and supplier searches.

A.2 Approval procedure

- a. Once the application and documentation process has been completed, the UEFA administration will examine the project application and submit it with recommendations to the UEFA HatTrick Committee for decision. The HatTrick Committee has full discretion to approve or reject projects and to ask for additional documentation if needed. It may also impose implementation conditions.
- b. Once a project has been approved, the UEFA administration will draw up an agreement formalising UEFA's approval of the project and payment of the agreed funding, in coordination with the applicant UEFA member association.
- c. Selling or mortgaging assets financed through a HatTrick project is not permitted without the explicit approval of the UEFA HatTrick Committee and the original land owners. Leasing an asset financed through a HatTrick project for any purpose other than those defined in the countersigned project agreement is also forbidden without the approval of the UEFA HatTrick Committee.

A.3 Implementation and monitoring procedure

- a. Once a project has been approved by UEFA, the UEFA member association can start implementing it according to the agreed schedule.
- b. The implementation phase is carried out under the supervision of the UEFA administration. This phase may include:
 - i. periodic updates on the technical, administrative and financial aspects of the project, to be submitted to the UEFA administration by the member association on its own initiative or at UEFA's request;
 - ii. inspections by UEFA HatTrick Committee members, the UEFA administration or experts appointed by the UEFA administration, in which the inspectors are entitled to review every document requested and to conduct site visits with competent local staff and authorities;
 - iii. a final report on the whole implementation process and completion of all technical, administrative and financial aspects of the project, including details on the use and maintenance of the asset(s).
- c. Any difficulty or issue arising during the implementation and realisation of the project must be reported immediately, in writing, to the UEFA administration.

A.4 Communication

- a. The use of UEFA HatTrick V programme logos and any other UEFA marks or intellectual property rights by UEFA member associations or by any third party involved in a HatTrick project is subject to the UEFA administration's prior approval.
- b. Any communication plan, advertising or marketing campaign in connection with a HatTrick project is subject to UEFA's prior approval.
- c. UEFA member associations must inform the UEFA administration of any inauguration ceremonies for HatTrick projects well in advance.

Annex B - Good governance principles

(see Article 17)

B.1 Clear strategy

It is a good governance principle that, nowadays, national associations should not only run day-to-day business but also have in place a clear business strategy. A published strategic plan should ideally be implemented for both the short and medium term, e.g. for one to five years, and should be the result of an inclusive internal and external process. It is recommended to evaluate the strategic objectives on an annual basis, to ensure that the strategy corresponds to the national association's statutes and, for the sake of transparency, to publicly communicate it, ideally through the national association website. Without a strategic plan with measurable objectives, the President and Executive Body/Board cannot be properly held accountable by the members. The development of a clear strategy should also be seen as an opportunity for both elite and amateurs to consult and identify common goals.

B.2 Statutes

National associations are encouraged to revise and modernise their statutes. Desirable minimum requirements are outlined in UEFA Circular letter no. 11/2009 and certain mandatory provisions to be implemented at national level may be found in the relevant provisions of the FIFA and UEFA Statutes. It would be recommended to establish fixed terms for both the President and Board/Executive Committee members (e.g. term and/or age limits). In addition, a system of "checks and balances" should be in place to avoid excessive concentration of power in one person while, at the same time, adequate arrangements should ensure continuity in the work of relevant bodies (for example, partial renewals to have at least one third of members in office at each renewal).

Executive Committees/Boards of the national associations should have balanced gender representation (diversity) and it is, therefore, recommended to have a fair representation of women in these bodies and, ideally, in the corresponding bodies of leagues and clubs as well.

The statutes should provide for a clear separation of powers (e.g. legislative/executive, executive/administrative, and independent judicial bodies), a definition of rights and obligations of the members, a clear indication of responsibilities and decision-making bodies, as well as minimum provisions related to ethics. The statutes should also guarantee a democratic process with free elections, stakeholder consultation, regular general assemblies and definition of roles and powers of the President, Board/executive committee and administrative body.

Finally, it is recommended that the revision process for statutes takes place in specific working groups (where necessary including FIFA and UEFA).

B.3 Stakeholder involvement

Stakeholders (i.e. clubs, leagues, players, coaches, referees, supporters) but also other interest groups, such as political bodies, media and relevant NGOs, are important partners for the overall development of football at national level. Therefore, it is recommended to recognise and consult them on a regular basis. National associations are free to decide on the precise degree of stakeholder involvement, be it at board/executive committee, standing committee or working group level and stakeholders are expected to work closely with the national associations in order to support mutually agreed objectives. In countries where professional football exists, social dialogue should be formalised and national associations are expected to ensure that the minimum requirements for standard player contracts are implemented at national level, as unanimously agreed by the XXXVI Ordinary UEFA Congress, in Istanbul, on 22 March 2012. It could also be assessed, whether the relationship between professional and grassroots football could be based on a contractual agreement, in the framework of which the reciprocal activities are being negotiated.

B.4 Promotion of ethical values, integrity and good governance

Ethical values and good governance should be incorporated as statutory objectives. There should be an overall strengthening of ethical principles, in particular, the principles of integrity, honesty, fiduciary responsibility, loyalty, and sportsmanship. Rules should be put in place to avoid, or mitigate (e.g. through disclosure), conflicts of interests, and to tackle the threat of corruption, whether it be as a result of offering or accepting gifts, bribes, or any other abuse of office. There should be robust internal control procedures to combat such phenomena and, in particular, to ensure that all bidding and voting is always transparent and compliant. These principles must apply to everybody, e.g. members, stakeholders, staff and volunteers.

National associations are invited to specifically address ethics matters either in their disciplinary rules or via a specific Code of Ethics. Furthermore, the bodies applying such rules must be protected from any form of undue pressure or political interference, meaning that the independence of these bodies, as well as their secretariats, must be guaranteed.

Finally, national associations are invited to invest in relevant communication, training and education programmes (e.g. compliance/ethics/integrity training, women's leadership programme).

B.5 Professionalism of committee structures

The standing committees of national associations play an important role as they contribute to the development of the national game. Consequently, national associations should ensure that their statutes and regulations contain clear definitions regarding the work, responsibilities, and composition of the committees, including appointment rules and members' qualifications.

The number of committees and frequency of meetings should correspond to the real needs of each national association. In addition to the independent judicial bodies

(which are mandatory), the following committees shall at least be in place: competitions, women's football, grassroots and finance. Due consideration should be given to the reality of each country and the structure of each national association.

National associations are also encouraged to have a fair gender representation and balance of interests in their standing committees and to appoint external technical staff or experts, if needed.

Finally, it is of outmost importance that a clear mechanism/procedure is in place so as to allow a proper communication flow between the committees and the relevant board/executive committee.

B.6 Administration

The administration of each national association is the body that delivers the day-to-day business. To guarantee a high quality of work, it is recommended to protect the administration from undue political influence on operational matters and daily decisions. Moreover, it is recommended to have an open, clear and transparent hiring process, to ensure that the most competent candidates are recruited to work in the administration and, in so doing, to protect the overall interests of the national association.

As the image of the administration reflects the image of the national association, there should be clear guidelines/regulations in place for the use of social media, confidentiality matters, accepting/offering gifts etc.

B.7 Accountability

To enhance accountability it is recommended to establish a clear process regarding signatory rights in national associations. In particular, for certain documents of major importance, it is recommended to implement a "double signature system" in order to ensure that important contracts cannot be signed off by a single person.

As national associations may be exposed to financial losses in view of the various commercial businesses they run, it is highly recommended to have in place an adequate insurance. This is in line with the general need for a proper risk management programme to be in place.

For sales or purchases above a certain limit, national associations should envisage having tender processes to provide greater accountability and better protect their own financial interests. In defining the applicable thresholds, the specificity of each country would be taken into account.

Finally, internally, there should be a clear definition of budgets and responsibilities/competence for each division and unit.

B.8 Transparency in financial matters and corporate documents

Transparency is one of the most important principles of good governance, especially when it comes to financial matters. A national association which is transparent will have a better image and will protect itself more effectively from any accusation of mismanagement or undue influence. This is appealing, both to the general public and

to business partners, such as sponsors but also political bodies (both as potential funders and regulators). For this reason, it is strongly recommended to have transparent structures and strict financial controls, both at internal (i.e. the internal control system, including internal audit) and external (i.e. independent company) level.

In addition to the audited annual report and accounts, other related as well as relevant corporate documents should be made publicly available where possible, ideally on the national association webpage. It is recommended to include specific sections where the following documents are made available for download: statutes, regulations, strategy, background info on President/General Secretary/Board members, committees composition, clear explanations of General Assembly and other bodies' key decisions (and ideally also meeting agendas), media releases, circular letters, annual activity report and financial information (as provided to members), sustainability report, procedure and forms for registration of intermediaries.

Finally, organisational structures and contact details of national associations' members (e.g. regional associations, clubs etc.) should be available on the website and updated when necessary.

B.9 Compliance

National associations are always expected to have a system and resources that check that they comply with their own statutes and regulations, as well as all general civil and criminal laws to which they are subject.

All national associations should have a compliance policy and culture. Policies such as respect, transparency, health and safety, equality/diversity, protection of minors, match-fixing, doping, human rights, fair play and solidarity, and the fight against racism, discrimination, and data protection are of major importance and should be reflected in the national association's strategy and operations. From time to time, UEFA invites its national associations to adopt certain campaigns or policies with specific resolutions approved by the UEFA Congress (e.g. resolutions "European football united against racism" and "European football united for the integrity of the game" unanimously adopted respectively by the XXXVII Ordinary UEFA Congress on 24 May 2013 in London and the XXXVIII Ordinary UEFA Congress held on 27 March 2014 in Astana).

B.10 Volunteer programmes

As the overall goal of all national associations should be to stimulate participation in football, it is recommended to have in place volunteer programmes that will increase the number of people active in all different aspects of the game, especially young people. Not only will this lead to a better image of national associations but it will also establish a stronger foundation for the future development of football. Especially the significance of honorary engagements at the grassroots level of football should be emphasised and acknowledged by the national associations.

Annex C - Good governance principles: available funds and objectives (see Article 17)

Governance principle	Amount entitled	Tangible objectives
Clear strategy	up to €6,000	<ul style="list-style-type: none"> - Existence of a strategy/business plan - Publication of the strategy/business plan on the website - Evaluation of the strategic objectives on an annual basis
Statutes	up to €25,000	<ul style="list-style-type: none"> - Term and/or age limit for President and Executive Committee/Board members - Checks and balances system to be in place - Balanced gender representation on the Executive Committee/Board - Clear separation of powers (e.g. legislative/executive, executive/administrative and independent judicial bodies) - Statutory definition of members' rights and obligations in line with FIFA/UEFA standards - Clear indication of responsibilities and decision-making bodies - Provisions related to ethics - Democratic process with free election - Stakeholder consultation - Regular general assemblies - Definition of roles and powers of the President, Executive Committee/Board and administrative body - Clear rules on congress authority, agenda, elections, decision-making and minutes in line with FIFA/UEFA standards

Governance principle	Amount entitled	Tangible objectives
Stakeholder involvement	up to €20,000	<ul style="list-style-type: none"> - Formal recognition of stakeholders - Effective stakeholder involvement in decision-making process, e.g. in advisory committees, working groups - Implementation of minimum requirements for standard player contracts (as unanimously agreed by the XXXVI Ordinary UEFA Congress, in Istanbul, on 22 March 2012)
Promotion of ethical values and integrity	up to €10,000	<ul style="list-style-type: none"> - Ethical values and good governance incorporated as statutory objectives - Strengthening of ethical principles (i.e. integrity, honesty, fiduciary responsibility, loyalty and sportsmanship) - Rules and internal control procedures to avoid conflict of interests and to tackle the threat of corruption - Transparency in bidding and voting procedures - Ethics matters to be addressed in the disciplinary rules or via a Code of Ethics - Protection of disciplinary and/or ethics committee from undue pressure of political interference - Investment in training and education programmes (e.g. compliance, ethics, integrity training, women's leadership programme)

Governance principle	Amount entitled	Tangible objectives
Professionalism of committee structures	up to €5,000	<ul style="list-style-type: none"> - Clear definition of responsibilities and composition of the committees - Existence of appointment rules and members' qualifications - Number of committees and frequency of meetings corresponding to the real needs of the national association - Existence of the competitions, women's football, grassroots and finance committees (subject to the reality of each country and the structure of each national association) - Fair gender representation and balance of interests in the committees - Possibility to appoint external staff or experts - Clear mechanism/procedure in place to allow a proper communication flow between the committees and the relevant executive committee/board
Administration	Up to €3,000	<ul style="list-style-type: none"> - Protection of the administration from undue political influence on operational matters and daily decisions - Existence of an open, clear and transparent hiring process - Job description for staff - Staff regulations/guidelines in place (covering, for instance, use of social media, confidentiality matters, accepting/offering gifts)

Governance principle	Amount entitled	Tangible objectives
Accountability	up to €10,000	<ul style="list-style-type: none"> - Existence of a “double signature system” in order to ensure that important contracts cannot be signed off by a single person - Adequate insurance in place so as to avoid financial losses from the commercial business - Existence of a risk management programme - Tender processes for sales or purchases above certain limits - Clear definition of budgets and responsibilities/competence for each division and unit

Governance principle	Amount entitled	Tangible objectives
Transparency in financial matters and corporate documents	up to €12,000	<ul style="list-style-type: none"> - Existence of transparent structures and strict financial controls (both internal and external audits) - Accessibility (ideally via the association's website) of audited annual report and accounts as well as other relevant corporate documents that do not conflict with the association's overarching interest or data protection law - Accessibility of the following information: <ul style="list-style-type: none"> - Statutes - Regulations - Strategy - Background information on President, Board members, General Secretary - Committees composition - General assembly's decisions - Media releases - Circular letters - Annual activity report (with financial information) - Sustainability report - Procedure and forms for registration of intermediaries - Organisation structure - Contact details of the association's members (e.g. regional associations, clubs)

Governance principle	Amount entitled	Tangible objectives
Compliance	up to €7,000	<ul style="list-style-type: none"> - Compliance with national association's Statutes and regulations as well as general civil and criminal laws - Following policies reflected in the national association's strategy and operations: respect, transparency, health and safety, equality/diversity, protection of minors, match-fixing, doping, human rights, fair play and solidarity, fight against racism and discrimination, data protection
Volunteer programmes	up to €2,000	<ul style="list-style-type: none"> - Existence of volunteer programmes

Annex D - Anti-doping education activities

(see Article 17)

D.1 Introduction

Anti-doping education activities should be designed to raise awareness, inform, instil values, and develop decision-making abilities in players and player-support staff to prevent intentional and unintentional doping. These activities should be coordinated with the WADA-recognised national anti-doping organisation (NADO).

D.2 Scope of application

UEFA member associations can apply for funding for the following activities:

- a. Awareness – running campaigns to promote, support and reinforce a clean sporting environment;
- b. Information – providing accurate, up-to-date anti-doping material for players and player-support personnel;
- c. Education – delivering high-quality anti-doping training for players and player-support personnel:
 - i. This may be delivered using UEFA materials, course structure and guidelines, or NADO support and materials.
 - ii. Since players and player-support personnel must not be put at risk of inadvertent doping as a result of misinformation, all education sessions must be delivered by a trained and competent person.

Anti-doping education activities should be targeted at elite players who are part of UEFA or NADO testing pools. Elite player-support personnel, such as team doctors and coaches, should also be included. Players below elite level may also be included in awareness and information activities where resources are available.

D.3 Application procedure

To apply for HatTrick funding to deliver anti-doping education activities, UEFA member associations must complete the application form provided by the UEFA administration, which includes the following sections:

- a. Analysis of the current situation
- b. Short- and long-term goals
- c. Target group of players and player support personnel
- d. Education action plan
- e. Proposed collaboration with the NADO
- f. Record-keeping, monitoring and programme evaluation

The completed application form should be submitted via the dedicated HatTrick platform.

D.4 Approval procedure

Once the completed application form has been submitted, the UEFA administration will assess the application and approve it if the application provides sufficient information and there is a clear strategy for the use of the funds.

D.5 Monitoring procedure

UEFA member associations must provide an annual evaluation of their anti-doping education activities to UEFA. This should include reports on the activities, as well as reach and impact metrics such as surveys, digital feedback, photos and staff reports.

This information will be used to promote the anti-doping education activities as well as the HatTrick fund on the official UEFA website.

Annex E - UEFA football doctor education programme

(see Article 17)

E.1 Introduction

The UEFA FDEP is a regular three-part workshop programme to teach doctors in all 55 UEFA member associations the key skills of the modern football doctor.

Doctors who have successfully passed the final examination of one of the workshops will receive a cascading pass, which allows them to organise the same FDEP workshop at national level and apply for funding through their association.

E.2 Scope of application

UEFA member associations can apply for funding to organise a national cascaded FDEP workshop (hotel and course room, local transport, meals, etc.) as well as purchase a training kit for the workshop (resuscitation mannequins, treatment table, training defibrillator, etc.).

Cascaded FDEP workshops are targeted at medical practitioners working in football in order to enhance medical standards within the UEFA member association.

E.3 Application procedure

To apply for HatTrick funding, UEFA member associations must follow the procedure described below:

The following documents must be sent using the dedicated HatTrick platform:

- a. For a cascaded workshop:
 - i. a full list of participants and presenters with contact details (name, surname, email address, function)
 - ii. participant and presenter disclaimers
 - iii. translated documents (if necessary)
- b. For a training kit:
 - i. purpose and usage of the kit
 - ii. numbers purchased
 - iii. cost of the order

UEFA member associations must apply for funding for a cascaded workshop at least three months prior to the date of the workshop. They can apply for training kit funding throughout the year.

E.4 Approval procedure

Once the application form and the above documents have been completed, the UEFA administration will assess the application and approve it if it meets their requirements.

E.5 Monitoring procedure

After completing the workshop, the UEFA member association must submit the following information using the dedicated HatTrick platform:

- a. For a cascaded workshop:
 - i. workshop results (pass and failure rates)
 - ii. a report detailing the workshop's success with quotes from participants and presenters
 - iii. photos illustrating the workshop
- b. For a training kit:
 - i. invoice
 - ii. photos of the kit in use

This information will be used to promote the workshop and the HatTrick fund on the official UEFA website.

Annex F - Guidelines on maxi- and mini-pitch projects

(see Article 10)

All maxi- and mini-pitch projects must comply with following technical specifications and safety requirements:

Size:	ideally 20m x 40m, or according to local requirements
Pitch surface:	artificial turf or similar
Perimeter fence:	wooden panels resistant to the local climate, or metal panels or metal nets as appropriate; wooden or metal handrail on top of the perimeter fence to stabilise the entire structure
Posts:	aluminium or steel (ten-year warranty against rust, etc.)
Goals:	ideally 3m x 2m, or proportionate to the size of the pitch; securely fastened to the ground and affixed to the perimeter fence
Screws and bolts:	stainless steel screws and bolts for parts in contact with aluminium; all other parts in contact with steel to be galvanised. All these parts need to be totally integrated in the structure.
Anti-theft plugs:	ribbed plastic, and hammered solidly in place
Ground:	concrete, asphalt, gravel, or sand with concrete edges, depending on the pitch surface and product
Location:	nationwide; preferably near to schools or clubs, in areas where as many children as possible can take advantage of them

Annex G - UEFA women's football development programme (see Article 19)

G.1 Introduction

UEFA is striving to develop women's football at all levels and encourages the creation of dedicated and organised structures to achieve this goal. The UEFA WFDP aims to foster specific expertise and long-term strategies at the various levels to achieve sustainable development.

This annex identifies the types of projects that are supported by the UEFA women's football development programme.

G.2 Projects

UEFA sees the UEFA WFDP as the basis for women's football development in Europe and supports a maximum of three projects per UEFA member association that:

- a. are long-term projects (2 to 4 years) that reflect and contribute to the UEFA member association's strategic goals for women's football;
- b. can be monitored through clear performance indicators and are deemed sustainable, measurable and accountable;
- c. aim to use stakeholder collaboration and seek matched or mixed funding to achieve their aims by:
 - i. raising standards and growing the game at all levels;
 - ii. driving participation and interest in the game;
 - iii. creating pathways and opportunities for access to football;
 - iv. providing regular and competitive sustainable football;
 - v. optimising elite player performance by means of development tools and structures.

Each member association can decide, in consultation with UEFA, in which area(s) of women's football it wishes to invest under the UEFA WFDP. UEFA member associations that lack adequate human resources for women's football must first invest part of the UEFA WFDP funding in this area before being eligible to access funding for other projects.

- a. Human resources:
 - i. recruit a women's football lead within the UEFA member association (maximum of 25% of total WFDP funding per season)
 - ii. recruit technical and/or administrative staff in regions
- b. Participation, access and infrastructure:
 - i. projects that specifically foster participation

-
- ii. projects that provide or enhance organised and structured leagues and competitions
 - c. Elite performance:
 - i. projects that impact the sporting success of the member association's high (elite) performers in national teams, regions and clubs

While each UEFA member association is eligible to receive €150,000, amounts allocated and paid out will depend on the quality of projects, levels of activity and further development.

G.3 Application procedure and approval process

Following discussions on the scope of applications with the UEFA administration, UEFA member association applications must be signed by the general secretary/CEO.

Applications will then be analysed by the UEFA administration, whose approval will depend on:

- a. the quality of the project;
- b. its value and relevance to women's football in relation to the context and stage of development in the country concerned;
- c. the detailed information given in the application form and supporting documentation requested.

Please note that existing projects will need to demonstrate clear advancement and development. All projects will be closely monitored, potentially including on-site visits as well as requests for mid-term and final reports for each project.

Applications will not be considered without proof of adequate women's football staffing, an organisation chart, a clear reference and link to strategic priorities for women's football, KPIs or clear financial planning and information.

Annex H - UEFA football and social responsibility programme (see Article 23)

H.1 Introduction

This annex defines UEFA's football and social responsibility (FSR) programme under the UEFA HatTrick V Regulations.

H.2 FSR officer

From the 2022/23 season, UEFA member associations must appoint a dedicated FSR officer, failing which they are not entitled to the annual incentive. They must provide the UEFA administration with:

- a. a detailed FSR officer job description;
- b. information on who the FSR officer reports to;
- c. where the position is located in the organisation chart.

The UEFA administration informs the national associations whether the FSR officer should be a part-time or full-time employee. UEFA member associations that cannot demonstrate adequate human resources for football and social responsibility must first use part of the funding for this purpose before being eligible to apply for other projects. They can use up to 25% of the funding to cover staff costs.

H.3 Strategy

From the 2023/24 season, UEFA member associations must have an FSR strategy that is approved by their highest legislative body, failing which they are not entitled to the annual incentive.

The strategy should be developed in consultation with UEFA's FSR division and should adhere to UEFA's FSR Strategy, taking into account each association's specific cultural context and resources. It is best practice to embed the FSR strategy in the association's overall strategy.

Note: Member associations that do not comply with article H.2 and H.3 will not qualify for the funding.

H.4 Projects

UEFA supports a maximum of two projects per season that:

- a. address one or more of UEFA's FSR policies (Article H.5) in a long-term approach and have a clear link to the association's FSR strategy if it exists; or
- b. support the development of the association's FSR strategy, in accordance with UEFA's FSR policies; or
- c. contribute to educating staff in FSR.

H.5 FSR policies, definitions and areas

H.5.1 Policies and definitions

The FSR policies are categorised as ‘human rights and environment’ policies, defined by UEFA as set out below.

Human rights

Policy	Definition
Anti-discrimination	Guarantee that all UEFA policies and programmes are implemented without discrimination. Work with our stakeholders to establish footballing environments that welcome all individuals regardless of sex, gender identity, sexual orientation, age, ethnicity, religion or disability. Fighting racism and all other prejudices remain an absolute focus.
Child and youth safeguarding	Promote the safeguarding of children’s and youth rights. Protect children and youth players from any form of abuse. Support associations in implementing appropriate child and youth protection policies, which ensure all young footballers are kept safe and can enjoy the game.
Solidarity and rights	Reinforce principles of individual human rights, freedom of expression and independence. Show solidarity during humanitarian emergencies by leveraging football’s potential to help. Establish a secure workplace, including transparent communication and data privacy, that allows everyone to thrive.
Football for all	Ensure playing football is accessible and enjoyable for everyone, independent of sex, gender identity, age, background, ability or disabling factors. Continue to explore solutions to exclusion, encouraging diversity and providing equal opportunities for every member of society.
Health and well-being	Raise awareness of the physical and mental health benefits of playing football. Ensure that stadiums used for UEFA competitions provide healthy environments in which to watch and enjoy the game.
Equality and inclusion	Apply principles of equal rights and opportunities to all sectors of European football. Continue to foster a fair environment, truly representative of all sections of society,

	where all those involved feel respected and empowered to perform to the best of their abilities.
Refugee support	Encourage the integration of refugees into civil society through European football. Initiate dedicated funding programmes for member associations and wider support for other stakeholders to strengthen ties between diverse communities, unlocking benefits for football and society.

Environment

Policy	Definition
Environmental protection	Raise awareness of environmental protection and climate change. Reduce or compensate for emissions caused by our activities through quality carbon credits. Respect natural habitats and bio-diversity when planning or investing in infrastructure projects.
Event sustainability	Ensure UEFA's social responsibility policies are reflected in all aspects of our football competitions. Integrate sustainability in our event operations and develop carbon neutral competitions to raise public awareness of the sustainability challenges facing society.
Circular economy	Support society's transition to a circular economy by optimising the consumption and life-cycle of products, cutting waste and promoting renewable energy sources. Promote more sustainable forms of economic activity that protect the environment and deliver long-term societal benefits.
Infrastructure sustainability	Make the European football infrastructures (stadiums, training centres, headquarters) compliant with overall sustainability goals

H.5.2 Areas

To reinforce a holistic approach to FSR, UEFA member associations are encouraged to embed their FSR policies in four main areas:

- a. Internal organisation
- b. Events and competitions
- c. Football stakeholders
- d. External stakeholders

		Areas			
		Internal organisation	Events and competitions	Football stakeholders	External stakeholders
Policies	Human rights	Football for all			
		Equality and inclusion			
		Child and youth protection			
		Anti-discrimination			
		Refugee support			
		Health and well-being			
		Solidarity and rights			
	Environment	Environmental protection			
		Circular economy			
		Infrastructure sustainability			
		Event sustainability			

H.6 Application procedure and approval process

Applications must be signed by the general secretary or the CEO. They will then be analysed by the UEFA administration, whose approval will depend on:

- the quality on the project;
- its value and relevance to football and social responsibility, in relation to the context and stage of development in the country concerned;
- the detailed information provided in the application form and supporting documentation, including KPIs and a detailed budget.

Please note that existing projects will need to demonstrate clear advancement.

UEFA member associations must provide UEFA with mid-term, annual and final reports for each project.

The UEFA administration monitors the development of projects and may conduct on-site visits.

Annex I - Text of the UEFA ‘European football united for the integrity of the game’ resolution, unanimously adopted at the XXXVIII Ordinary UEFA Congress in Astana on 27 March 2014
(see Article 25)

1. The UEFA Statutes provide that a key objective of UEFA is to safeguard the regularity and proper functioning of sporting competition and to protect football from any form of abuse.
2. Similarly, UEFA’s 11 key values underline the central importance of protecting the integrity of the game.
3. There is no more obvious threat to the integrity of football than match-fixing, whether for betting related or any other reason. Any such corrupt practices offend the very soul of football, and must be kicked out of the sport, once and for all.
4. All UEFA member associations stand united against match-fixing and hereby undertake to implement concrete and effective policies to eradicate it. More specifically, all member associations undertake to adopt and apply, as a minimum and as soon as practicable, the measures listed below.
5. Pursuant to their own Regulations and practice and subject to the application of national law, to:
 - a. make it a disciplinary offence to influence, or attempt to influence, the conduct or outcome of a football match or competition in an unsporting, unethical or corrupt manner;
 - b. make it a disciplinary offence for officials, referees, players or coaches to bet on matches or competitions in which they are involved;
 - c. provide for a secure information gathering system to allow people to report, if necessary on an anonymous basis, incidents of match-fixing or attempted match-fixing;
 - d. oblige all those concerned (officials, referees, players, coaches, etc.) to notify immediately, and where appropriate through the above-mentioned system, the competition organiser or relevant national association officials if approached in connection with any activity aimed at influencing the conduct or outcome of a football match in an unsporting, unethical or corrupt manner or if they become aware of others involved in such activities;
 - e. establish and run comprehensive education programmes, especially for young players, to increase awareness of the risks of match-fixing and to ensure that all those involved in football are aware of, and respect, the relevant rules;

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- f. ensure that, in addition to individuals, clubs are also held responsible and sanctioned in circumstances where those with authority to act on behalf of the club are involved in match-fixing, attempted match-fixing, or any other form of corruption linked to match-fixing;
 - g. exclude match-fixing, attempted match-fixing, and any other form of corruption linked to match-fixing from any kind of statute of limitations.
 6. All UEFA member associations recognise the need to cooperate, work together, and exchange information and expertise with the state authorities, including the police and state prosecutors, in order to win the fight against match-fixing.
 7. All UEFA member associations emphasise the importance of ensuring that “sporting fraud” be recognised as a specific criminal offence under national law.
 8. Having regard to the needs of sporting competition, the specificity of sport, and subject to the application of national law, all UEFA member associations undertake to prosecute cases of match-fixing or attempted match-fixing without delay and even before the final outcome of state criminal proceedings may be known. Furthermore, in such cases sports disciplinary proceedings shall not be abandoned simply because the person(s) involved might no longer be within the territorial jurisdiction of the national association concerned.
 9. In accordance with the relevant jurisprudence of the Court of Arbitration for Sport and subject to the application of national law, UEFA member associations consider that, in cases of match-fixing or attempted match-fixing, it is sufficient that the relevant facts be established to the “comfortable satisfaction” of the sports decision-making body. This standard of proof is greater than a mere “balance of probability” but less than the criminal standard of “beyond reasonable doubt”, in particular, since sports bodies do not have the same investigative or evidence gathering powers as state criminal authorities.
 10. All member associations of UEFA re-affirm that match-fixing, attempted match-fixing or other forms of corruption linked to match-fixing must be met with strong and dissuasive sporting sanctions, such as the possibility of lifetime bans for officials, players, coaches or referees, and measures such as the deduction of points and/or relegation and/or exclusion from competition for clubs.
 11. Football is about leadership, both on and off the field. European football is united against match-fixing and any other forms of corruption. Let us put a stop to any behaviour that might jeopardise the integrity of football. Now.





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