

UEFA

ANNUAL REPORT 2021/22





FINALISSIMA 2022

FIRST - International Business Payments

Photos: UEFA, Getty Images,
Sportsfile, UEFA
member associations
Setting: Touchline
Printing: Artgraphic Cavin,
Grandson, Switzerland

CONTENTS

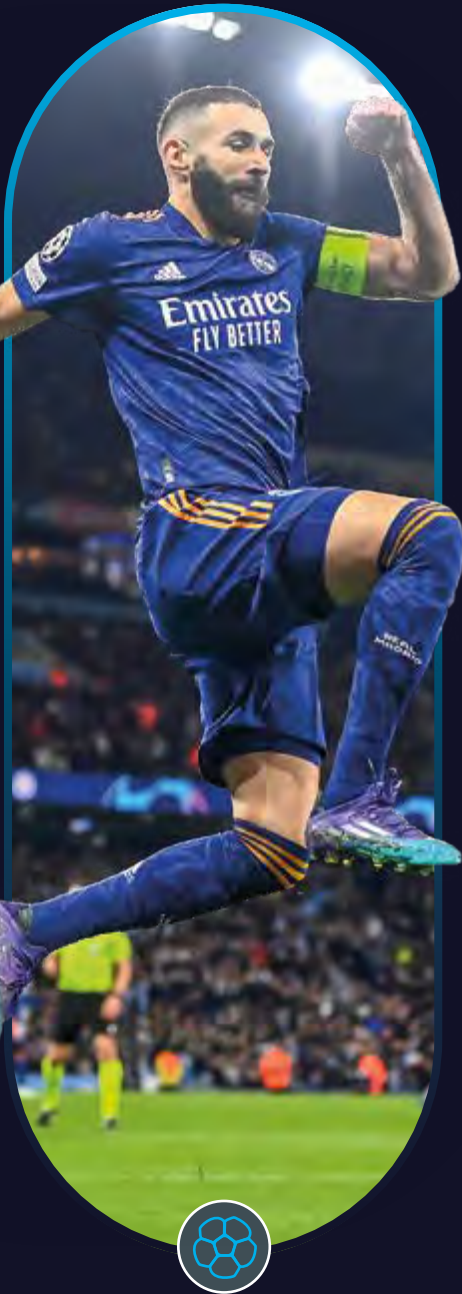


6	What we do
8	President's foreword
98	Executive Committee
102	Committees
106	Member associations



WOMEN'S EURO 2022

12	Foundations of success
14	New standards
16	Magic numbers
18	Future perfect
20	Lasting legacy
22	A digital EURO



COMPETITIONS

28	National teams
32	Clubs
38	Youth
42	Futsal
46	Partners



GOVERNANCE

54	Partnerships
56	Medical
58	Finance
61	Anti-match-fixing
62	UEFA strategy
65	Administration



DEVELOPMENT

70	Programme overview
72	UEFA development support
74	Women's football
82	HatTrick



SUSTAINABILITY

90	Football social responsibility
94	Support for Ukraine
96	UEFA Foundation for Children

WHAT WE DO

UEFA protects and promotes the true values of football for everyone who loves the game.



COMPETITIONS

Sporting merit
Every player can dream of playing in our competitions.



GOVERNANCE

Guardian of the game
UEFA works with the football community to protect and grow the game.



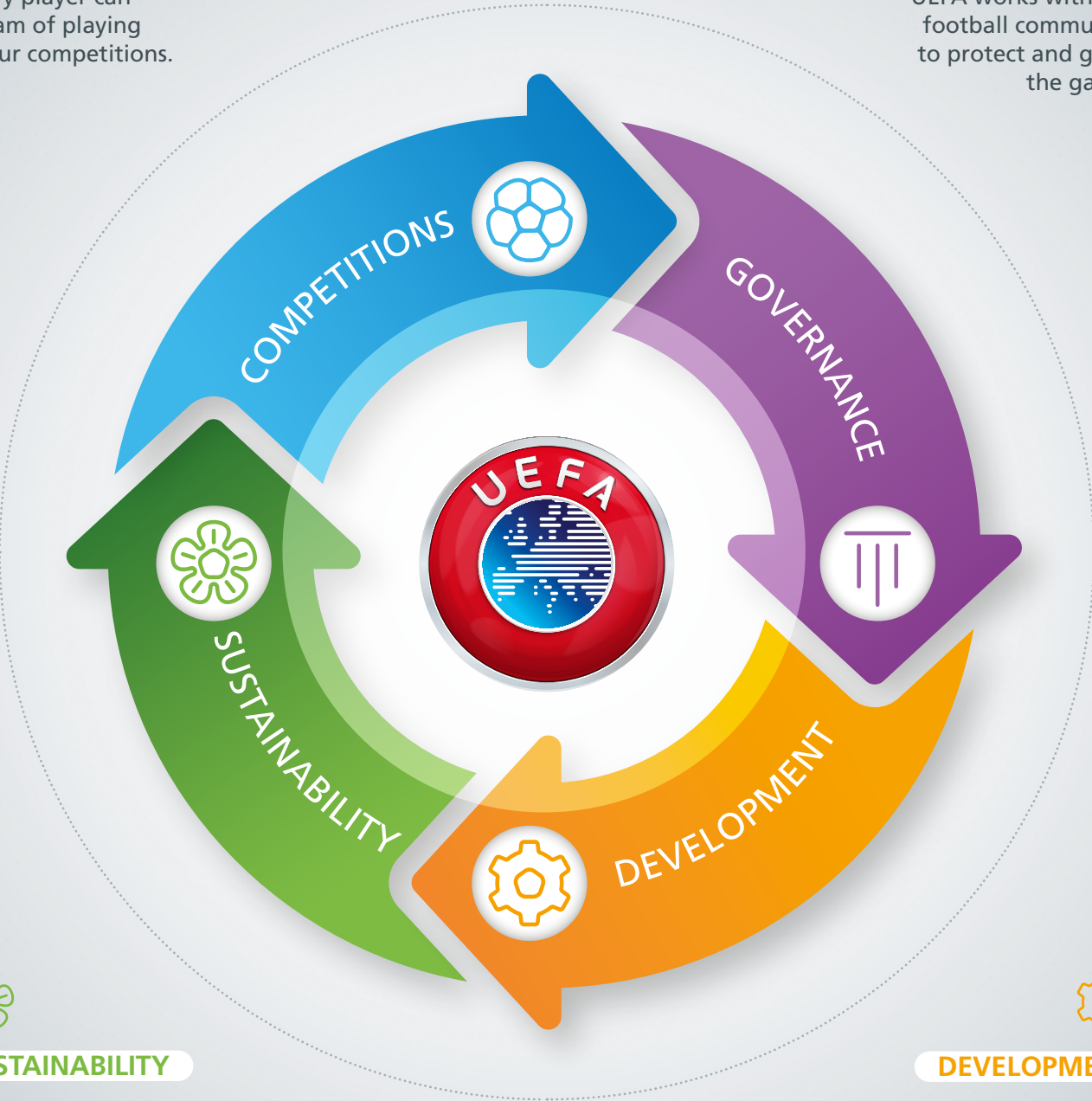
DEVELOPMENT

Redistribution of revenue
97% of our net earnings go back into football.



SUSTAINABILITY

Force for good
Football drives positive social change beyond the pitch.



As a not-for-profit organisation, UEFA distributes the majority of its income back into European football.



COMPETITIONS

>200

European domestic clubs

Over two-thirds of UEFA's net revenue is distributed to teams taking part in our men's club competitions. Payments also go to clubs eliminated in the qualifying rounds and to non-participating clubs to invest in young players.



GOVERNANCE

55

national football associations

UEFA rewards associations whose national teams take part in the men's and women's EUROs, European Qualifiers and Nations League.



DEVELOPMENT

€1.2bn

football development

From 2020 to 2024, we will invest more than €1bn in football development projects across Europe.



SUSTAINABILITY

2.3%

revenue retained for running costs

We keep our overheads to a minimum so we can maximise investment in football's long-term development and wider social impact.

How UEFA invests in European football's future

Running men's and women's competitions

UEFA's top competitions fund other competitions that help to develop both the men's and women's games: Women's EURO and Champions League, European Under-21 Championship, men's and women's Futsal EUROs, Futsal Champions League, Youth League, men's and women's Under-17 and Under-19 Championships, Under-19 Futsal Championship, Regions' Cup.

Supporting one of the largest development funds

Profits from the men's EURO fund UEFA's HatTrick programme, providing associations with an average of €194m each season to invest in football development projects. By 2024, HatTrick will have channelled a cumulative €2.6bn into European football.

Developing the game from elite to grassroots football

UEFA helps associations to develop all aspects of the beautiful game: build stadiums and training facilities, grow women's football, run coach and referee courses, nurture young talent, strengthen governance, tackle discrimination, kick-start social responsibility initiatives and, above all, give everyone in Europe the chance to enjoy football.

ALEKSANDER ČEGERIN

UEFA President

What was your personal highlight in a season filled with UEFA achievements on and off the field?

I was delighted to see how well European football is recovering from the pandemic, once again proving its vitality, adaptability and resilience. Furthermore, both the Women's EURO and Europa Conference League surpassed all expectations, offering many exciting matches and two finals to remember.

But, for once, our most significant accomplishments came off the pitch, where we strove tirelessly with the European football community to protect and promote the core values at our game's heart.

We announced the expansion of UEFA's HatTrick development programme, which channels men's EURO revenue to development projects run by our 55 member associations. From 2024 to 2028, associations will receive €935m, helping European football grow from strength to strength.

Elsewhere, we defined a new post-2024 format for UEFA's men's club competitions – after extensive consultation with associations, clubs and leagues, fans, players and coaches. This will further broaden participation, improve competitive balance and generate revenue for redistribution to clubs, leagues and grassroots football. Most importantly, the changes will increase the appeal and popularity of our competitions. I was particularly pleased that the new format was approved unanimously by UEFA's Executive Committee. The European Club Association, the European Leagues and our member associations were all in agreement, showing we are more united than ever.

Each of these achievements is living proof of UEFA's commitment to the values of the European sports model – from defending the principle of open competitions, where qualification is based on sporting merit, to ensuring the elite game's success benefits all levels of Europe's footballing pyramid.

What did you learn from Women's EURO 2022 that will guide UEFA as it looks to build on the momentum generated by the tournament's success?

Women's EURO 2022 was testimony to how much women's football has grown. Everybody involved should take pride – the players and staff who gave us memorable moments; the fans who created such a unique atmosphere; the English FA and local organising structure; UEFA staff and volunteers; the host cities; our sponsors and partners; and the media. Together, we delivered something unique with a lasting legacy.

Of course, the bar is now set very high, but that motivates us even more. The reform of UEFA's national team competitions and the growing investment in the club game mean women's football is well placed to fulfil its enormous potential for further development.

How satisfied are you with the current level of collaboration between European football's stakeholders?

Storms make trees take deeper roots. After standing together through many recent crises to protect the game, the European football family is more united than ever. It means we can still agree on everything despite our differences, listen to each other and find solutions together. Healthy relationships grow out of trust and transparency.

The wider public are not always aware that UEFA is a not-for-profit organisation and reinvests most of its income back into football. If you had to give one example to correct this misperception, what would it be?

No governing body will ever win a popularity contest, no matter how well it operates, but that is normal. Our task is to ensure development of the sport we cherish, across the entire football pyramid.

I can give many examples – the results of European teams at the highest level, the numerous football facilities built across Europe, or the number of players, coaches and officials benefiting from our development programmes. I would, however, stick with one data point – 97%.

This is the percentage of UEFA's total earnings that goes back to football to support its long-term growth, from grassroots to elite level.

What is UEFA's number-one priority for protecting the future of European football?

Our achievements are only possible thanks to the competitions that drive UEFA's mission, providing a vital link between professional and grassroots football. They demonstrate the value of open competition based on sporting merit and the importance of prioritising solidarity and sustainability over profit and power.

This model does not just work in economic terms. It also delivers added sporting and social value. The competition reforms due to kick off in 2024 will take these benefits to another level. Not surprisingly, UEFA's success draws a lot of attention from those who see football as an asset for profit, disregarding its positive impact on communities and culture. Such views go against our sport's very essence. We will always defend football's true principles.

It is also our role to ensure clubs remain financially sustainable. UEFA and its member associations must be vigilant, ready to apply our new financial sustainability regulations, fairly, rigorously and consistently. The first squad-cost ratio rule should encourage more performance-based costs, limiting inflation of wages and transfer fees.

One year on from the launch of its football sustainability strategy, what progress has UEFA made in using the game's influence to benefit wider society?

Our new sustainability strategy, introduced in December 2021, clearly identifies areas where UEFA can make a long-term, significant impact. These include the circular economy and event and infrastructure sustainability. Our initial results are encouraging, but there is much more to be done.

We are also very active in climate action advocacy with our partners the UN and the European Commission. Football has a powerful voice, and we must continue to use it to raise awareness of these severe, complex issues and to propose solutions with potential benefits for everyone.



EURO 2022

- 12** Foundations of success
- 14** New standards
- 16** Magic numbers
- 18** Future perfect
- 20** Lasting legacy
- 22** A digital EURO



FOUNDATIONS OF SUCCESS

Game-changer. History-maker. Record-breaker. UEFA Women's EURO 2022 was the highlight of the sporting summer. Long in the making, the tournament was living proof of how UEFA uses competitions to drive the game's development.



A late goal from Linda Sembrant for Sweden dashed Belgium's hopes of a place in the semi-finals.



"This EURO was always meant to be more than just a football tournament, making an impact on women's and girls' lives."

Nadine Kessler
UEFA managing director of women's football

The trophy-lift confetti had long since settled on Wembley's turf, yet few of the nearly 90,000 who had been mesmerised by an epic final could bring themselves to leave. England players and fans alike wanted to savour the nation's first major women's football trophy. They were also celebrating a tournament that had captured the imagination of sports fans across Europe.

The numbers speak volumes. Across nine cities, UEFA Women's EURO 2022 enjoyed an aggregate attendance of 574,875 (including 87,192 for the final) – more than doubling the previous record, set in 2017. Globally, the event attracted 374 million viewers.

None of this was down to chance. As early as 2019, UEFA identified the EURO as a key driver of its Time for Action women's football strategy, destined to accelerate progress against objectives crucial for developing the game. As well as drawing new audiences, these include doubling participation rates, increasing revenue and improving the quality of the football itself. "This EURO was always meant to be more than just a football tournament, making an impact on women's and girls' lives," said UEFA's managing director of women's football, Nadine Kessler.



Over the previous two years, UEFA and its partners worked tirelessly to ensure the European game was ready to leverage the biggest Women's EURO ever. By the time the tournament kicked off, two-thirds of UEFA's 55 member associations had introduced a women's football strategy. It is no coincidence that Belgium reached the quarter-finals for the first time two years after the Royal Belgian Football Association had launched its own strategy.

The EURO also represented a milestone in the professionalisation of women's football thanks to a new revenue distribution model. For the first time in a UEFA women's national team competition, clubs whose players took part were compensated, in line with the men's game. The model also provided for a significantly larger prize fund. England received more than €2m for their victory and perfect record, while every team received at least €600,000 – double the minimum reward in 2017.

All this was made possible by more lucrative commercial partnerships and UEFA's ongoing investment in the development of the women's game. Driving increased interest and engagement was central to UEFA's multifaceted marketing strategy for the tournament. Sponsor activities and broadcast content targeted different spectators: national team fans, whether attracted to sporting events or ambivalent about women's football; 8–11-year-olds across Europe; and passionate advocates of women's football.

By the start of Women's EURO 2022, everything had been done to ensure the event could deliver on and off the pitch. It did not disappoint. Europe's best teams and players raised the bar in terms of fitness and skills, while the support was extraordinary – and not just for the hosts. The 25 fixtures not involving England together attracted more than 300,000 spectators – a competition record.

Many fans were attending their first-ever Women's EURO. Almost half of ticket holders were female, with 30% aged under 30, underlining football's capacity for catalysing positive social change. "The world will be changed now," said England coach Sarina Wiegman. "We are here to win, but with football you can change society."

SETTING NEW STANDARDS

England may have lifted the trophy for the first time but every national team competing at EURO 2022 should celebrate a tournament that showcased the growing strength in depth of women's football.

"I don't think we played our best in the first game at Old Trafford, but that was the moment where we were like, 'OK, this is going to be big.'" England defender Lucy Bronze is looking back at an incredible summer. The three-time UEFA Women's Champions League winner was blown away by the support that her team attracted on their way to securing EURO 2022.

"The whole experience was amazing, especially because we played in England.

Even if we were to win another tournament, I don't think anything will ever compare."

England's journey to the final was the golden thread running through a thrilling, competitive tournament. It started with tension and then relief in front of 68,871 at Old Trafford for the opening 1-0 win against Austria. After stunning group-stage performances – 8-0 against Norway, 5-0 against Northern Ireland – Sarina Wiegman's side had to come from behind

to see off Spain in the quarter-finals. A brilliant 4-0 victory against Sweden in the semi-finals paved the way for a perfect ending at Wembley.

National treasures were born. Player of the tournament Beth Mead – joint top scorer alongside Germany's Alexandra Popp with six goals – and trophy-hoisting captain Leah Williamson were rightly feted but far from alone. Three inspirational moments launched 1,000 replays: Georgia Stanway's thunderbolt winner against



England's Alessia Russo under German pressure in the final.

Spain; Alessia Russo's audacious back-heel against Sweden; and Chloe Kelly's wild celebrations following her clincher in the 2-1 victory in the final.



Playing the advantage

Pre-tournament technical and fitness workshops for referees helped UEFA forge a strong sense of togetherness among the 56-strong EURO officiating squad, which also included 16 video assistant referees (VARs) – a first for a Women's EURO.

The honour of refereeing the final was given to Ukraine's Kateryna Monzul, who had endured a difficult and perilous experience only months before when conflict forced her to leave her native Kharkiv. "I'm extremely proud to have been part of this event," she said. "It's also been a really positive experience to be together with the other referees – we're like a big family."



UEFA technical report: new benchmarks

Germany's defeat in the final underlined the increasing competitiveness of the women's game. For the first time since 1987, the eight-time winners went successive tournaments without lifting the trophy, as England became just the fifth side to claim the crown.

"The tournament set benchmarks for intensity, athleticism, technique and professional approaches," reads the competition's UEFA technical report. Goals rose as shots fell, a sign of improved levels of organisation and fitness. Similarly, pressing increased but changed in nature, with teams waiting for the optimal moment to trigger high-intensity collective efforts. There were also fewer turnovers – when teams got the ball, they were making more profitable use of it.

Goalkeeping has also made significant advances, even compared with 2017. There was excellent shot-stopping but also agile athletes covering more space and being better positioned, proactive and more engaged in the game. Among the consequences was a notable decline in the number of one-versus-one situations.

The bar has been set higher than ever and will only continue to rise. "This has to be the benchmark that we build from," said Northern Ireland defender Julie Nelson, whose side had reached the finals for the first time. "It can't be a one-off for women's football in Northern Ireland. It's fantastic to see the growth in the women's game and so many young girls now coming to watch. Hopefully it paves the way for those younger generations."

MAGIC NUMBERS

The final result is the statistic that will matter most to England fans, but it is other numbers that tell the game-changing role of the Women's EURO.

ATTENDANCE



574,875
Record aggregate attendance at a Women's EURO, surpassing 240,005 in 2017

87,192
Attendance for the final between England and Germany, the highest for any EURO match ever – women's or men's

110,555
international spectators from 104 countries

VISIBILITY



374m
cumulative viewers, making Women's EURO 2022 the most watched ever

476m
total social media interactions, 38% on TikTok

x2.4
increase in visitors to Women's EURO website and app compared with 2017

500,000
followers of TikTok's women's football account

ADDED VALUE

€92m
boost to economic activity in host cities during the tournament

€16m
Total prize money: 60% divided equally among all teams; 40% performance-based

€2m
Champions England's winning haul



SETTING NEW STANDARDS

€4.5m
Total club benefits pot, used to pay a minimum €10,000 compensation fee to each club with one or more players participating in Women's EURO – the first-ever such payment

84%
Spectators who said Women's EURO improved their perception of women's football

x2.3
increase in commentary positions compared with previous Women's EURO

208
samples collected (all negative) in largest-ever anti-doping programme for a Women's EURO



SOCIAL IMPACT



85%
Spectators likely to attend women's football matches in future

2,300
host city volunteers connecting the Women's EURO with local communities

400,000+
new opportunities for girls and women to play football in the host cities

FUTURE PERFECT

Even before the Women's EURO final had kicked off, senior figures in the game were already discussing how to double down on its success.

Reflecting on a summer of unparalleled success, UEFA's managing director of women's football, Nadine Kessler, believes that what matters now is where the game goes from here. "For everyone who cares about women's football, for all the people we touched through the EURO in England, the journey continues," she said. "We will aim high."

It is a vision shared by other leaders in the game. "We want to play our part in helping a generation of women to be healthy, happy and to enjoy life," added Baroness Sue Campbell, director of women's football at The Football Association.

Raise the Bar

To address next steps, UEFA staged the Raise the Bar event in London on the afternoon of the final, where distinguished figures in women's football discussed how the EURO had set the benchmark for continued success.

Among the guests, Lise Klaveness, president of the Football Association of Norway, singled out full equality as the driver of any future vision for women's football. "It's very important to have principled and ethical leadership, where your vision is full equality," she said. "You cannot have daughters and sons

treated differently. In every decision, we should have that vision."

'If you can see it, you can be it'

Alex Scott, the former England defender who is now a broadcaster and pundit, cited the importance of providing pathways and tournaments for girls inspired to take up the game. "They won't just play because their older brother plays; they'll play because they love the game and see it's a possibility for them," she said. "If you can see it, you can be it."

Răzvan Burleanu, president of the Romanian Football Federation, emphasised the continued role of elite competitions like the EURO and the UEFA Women's Champions League in helping to boost participation in his country. "Nine years ago, 300 girls in Romania played football – now we have over 60,000," he said. "Visibility is very important."

UEFA's plan to introduce a new national team competition system in autumn 2023 represents a first tangible step in this direction. Starting in autumn 2023, it will connect a women's Nations League with European qualifiers, offering promotion and relegation and creating a more competitive environment with greater sporting and commercial interest.

"We want to create a lasting legacy. We've got to push on and keep pushing the women's game to the next level. It's the least it deserves."

Beth Mead
England player

National associations

Speaking after the EURO, Anne Rei, chair of UEFA's Women's Football Committee, underlined the central role of all 55 member associations in delivering on UEFA's strategic target of raising the number of women and girls playing football in Europe from 1.25 million in 2019 to 2.5 million in 2024.

"Every association must use the positive image created by the EURO to achieve their objectives," she said. "They should guarantee suitable environments for coaching at all levels... strive to improve the quality and quantity of female referees."

Final word

Whatever the future brings, it is clear that women's football is not about to miss the open goal of leveraging EURO 2022's success to create a sustainable future for the game.

"We want to create a lasting legacy, not one where we've got a buzz around the women's game for a couple of months because of what we've done," said player of the tournament Beth Mead. "Now it's just the beginning – we've got to push on and keep pushing the women's game to the next level. It's the least it deserves."

England: next steps

- Sport England to contribute additional £1m
- Host city legacy groups committed to continuing from where they left off
- New partnerships ready to capitalise on Lionesses' victory and extend legacy to other parts of England



LASTING LEGACY

The Women's EURO lasted 26 days but its impact will be felt for years to come. UEFA's initial support of €300,000 served as a catalyst for stakeholders and partners, led by the English FA, to invest more than €3m in host city legacy programmes – each inspiring positive change.

AIMING HIGH Goals for each host city legacy group

Equal access for all girls to play football in schools and clubs

Diverse workforce of coaches, referees and local leaders organising football for their communities

Inclusive, safe and welcoming environments for every woman and girl to play competitive or recreational grassroots football, irrespective of ability, disability, age or ambition

MOBILISING COMMUNITIES Nine host cities



LIVING THE LEGACY Host city legacy programmes

▶ Playing for fun, fitness and friendship

- **Diversity and inclusion:** touchline mums, domestic abuse survivor sessions, dementia patient walking football, LGBTQ+ Super Sixes league
- **Recreational football officers:** funding for seven full-time female positions to run activities encouraging more girls and women to play the game for fun

▶ Exciting the next generation

- **Online schools programme:** resources encouraging teachers to talk about EURO 2022 in class
- **Results:** 3,500 school sign-ups, 5,700 downloads, 1.26m social engagements

▶ Connecting with the hearts of clubs and communities

- **Football taster sessions** to help clubs attract new female players of all ages
- **Girlguiding:** 19,000 football badges awarded to girls learning the game
- **WEURO2022Communities.com:** online resources showing clubs how to build enthusiasm around EURO 2022

▶ Inspiring coaches and referees

- 11 coaching projects across the 9 host cities
- **Stepping Over The Sidelines:** women-only workshops for community champions
- 93 new female referees

▶ Volunteering for success

- 11,000 hours of voluntary work delivering legacy programmes
- 90 inclusion projects
- 1,000 young leaders volunteering to get involved in women's grassroots football

DELIVERING ON THE PROMISE Living proof of impact*

>500,000 new opportunities to engage women and girls in grassroots football

83%

>120,000 more girls playing regularly in school

40%

>20,000 more women and girls playing football recreationally

85%

>7,000 more women and girls playing football in clubs/grassroots

90%

>1,000 women and girls taking the FA Playmaker coaching course

72%

*Figures based on independent surveys conducted in summer 2022 of spectators, host city residents, tournament volunteers and legacy programme participants. A full UEFA Women's EURO 2022 impact study will be published in June 2023.

Progress of national legacy goals for 2024

>300 additional FA-qualified female coaches in the women's game

54%

15%

>350 additional FA-qualified female referees in the women's game



Physical exercise and sport

>50%

residents in host cities, 2 in 5 spectators and tournament volunteers inspired to do more sport and physical activity

60

host city pilot projects at 262 sites



Community value

74%

- local residents saying the tournament brought their community closer together



Societal change

84%

- spectators saying EURO 2022 improved their perception of women's football
- participants stating EURO 2022 legacy activities improved their confidence and self-esteem



IN DEPTH

TIKTOK PARTNERSHIP CHANGES THE GAME

As the official entertainment platform of Women's EURO 2022, TikTok helped UEFA engage a wider audience than ever before, helping to inspire a whole new generation of fans.

When Merle Frohms and Giulia Gwinn led their Germany team-mates in a line dance around the changing room to celebrate their semi-final win against France, they probably did not anticipate just how many people beyond those four walls would see it. But such was the power and reach of social media during UEFA Women's EURO 2022 that their routine was soon viewed more than 7.5 million times on the UEFA @womensfootball TikTok account, becoming the most watched video of the tournament.

It was typical of the candid, behind-the-scenes content that was available to fans around the world thanks to the innovative partnership between UEFA and TikTok – one that resulted in an incredible one

billion views for the #WEURO2022 hashtag and more than 6.7 million engagements on the UEFA @womensfootball account alone.

Building on their successful sponsorship of the men's EURO in 2021, TikTok once again joined forces with UEFA as the official entertainment platform for Women's EURO 2022. By offering exclusive content to TikTok's predominantly Gen Z audience, UEFA was able to engage new supporters, drive unprecedented interest in women's football and inspire the next generation of female fans – all key to UEFA's strategic goals for women's football.

"Not only was the Women's EURO a massive success on the pitch and in the stands, but on TikTok as well," explains Arthur Guisasola,

TikTok's global partner manager, sport. "The excitement that was seen throughout England during the competition was also present on TikTok and it shows how fans can engage with sporting events in unique ways."

Exclusive pitchside content provided authentic, close-up player and fan reactions – England's players singing Sweet Caroline with the jubilant crowd after their semi-final win was viewed more than 5.5 million times – alongside daily reviews, star interviews, unrivalled access and a special cultural highlights series showcasing each matchday in an innovative vlog-style format.

"With the learnings and relationship that we established with UEFA during EURO 2020, it made things all the easier for both parties



6.7m
engagements on the
UEFA @womensfootball
TikTok account

1bn
views for the
#WEURO2022 hashtag

2x
increase in followers of
@womensfootball

to come up with unique, innovative and exclusive content strands," explains Guisasola. "This was helped by UEFA having a dedicated TikTok production resource within their digital team."

It clearly appealed to TikTok's young and diverse audiences, with the UEFA @womensfootball account drawing 120 million views and more than doubling its number of followers throughout the tournament. With numbers like these, it is clear that England's Lionesses were not the only winners at Women's EURO 2022, with UEFA and its partners helping to take the tournament and women's football to whole new levels.



Reporting platform key to tackling online abuse

In a first for a sports governing body, UEFA set up a dedicated online abuse monitoring platform during Women's EURO 2022. Working closely with English police authorities and social media platforms – including TikTok – UEFA was able to quickly identify and remove offensive posts. We also briefed all participating teams on preventative measures before the tournament. A total of 551 abusive posts were reported to social media platforms for removal during the EURO, of which 60% were taken down within an hour. Addressing online abuse was a vital part of our Women's EURO 2022 football social responsibility strategy, and going forward we will extend

this groundbreaking approach to all of UEFA's senior women's finals and final tournaments. The dedicated platform represents the first step in implementing a wider three-pillar approach to tackling online abuse:

- **Awareness:** making audiences aware of the devastating impact.
- **Education:** engaging players, coaches, referees and fans on how to put up a first line of defence.
- **Monitoring and reporting:** actively monitoring online abuse against players, coaches and referees across UEFA and personal social media channels.



COMPETITIONS

- 26** Introduction
- 28** National teams
- 32** Clubs
- 38** Youth
- 42** Futsal
- 46** Visibility and partners
- 48** Competition map



COMPETITIONS



With qualification based purely on sporting merit, we aim to maximise access to our men's and women's competitions across Europe.

Every player in every club in every league has the chance to pursue the dream of playing on a UEFA match night. In turn, our youth competitions provide a pathway for talented players aspiring to a professional career.

From the Champions Leagues to the EUROs, we continuously evolve the formats of our competitions to raise standards. More excitement attracts more fans, increasing revenue that can be shared back with clubs and our member associations to invest in the game's development.



2021/22 highlights

New men's and women's club competition cycles

Revamped UEFA Women's Champions League and new UEFA Europa Conference League make their debuts.

Finalissima

Copa América champions Argentina meet EURO 2020 winners Italy at Wembley, signalling ever-stronger ties between UEFA and CONMEBOL.

UEFA Nations League

Second edition continues to add value by levelling the playing field and centralising commercial rights.

UEFA youth football

Under-17 and Under-19 competitions return after a two-year hiatus.

Futsal

European futsal overcomes the challenge of playing indoors amid the pandemic to stage three final tournaments.



A NEW DIMENSION FOR INTERNATIONAL FOOTBALL

With its second edition successfully concluded, the UEFA Nations League continues to bring fresh impetus across all levels of the football pyramid.

More competitive matches, closer contests, the jeopardy of promotion and relegation... there is little doubt that the UEFA Nations League has succeeded in bringing a dynamic new dimension to the men's international game, replacing the less meaningful friendly matches previously found on the calendar.

Consider the words of Didier Deschamps, coach of the France team that lifted the trophy to conclude the second edition of the competition in October 2021. "When we come up against sides who are a bit weaker on paper, players are aware of that and it's difficult to find the 'adrenalin', so to speak, to motivate yourself and be highly competitive," he said. "When you look at the Nations League groups, they're the best national sides, since League A is made up of the best national teams in Europe."

had in sharpening the competitiveness of international football. It was telling that the final four in 2021 comprised an entirely different quartet from the teams that had reached the same stage in 2019. This point was further underlined when the 2022/23 competition kicked off the following June by the struggles of England, one of those 2019 semi-finalists. A year after their run to the EURO 2022 final, they were losing 4-0 at home to Hungary – their heaviest home defeat since 1928. For Hungary it highlighted their own improvement curve following two successive promotions, from the third tier of the UEFA Nations League to the top tier – a telling illustration of the competition's ability to level the playing field across Europe.

The prestige that international football brings to nations – the pride gained from seeing their flagship teams prosper – can be overlooked at times. Yet the UEFA Nations League has significantly raised the game's status in some of the continent's smaller countries, firstly through inspirational performances on the pitch. Take Wales, who ended the previous edition with promotion to League A and built on that success by qualifying for their first FIFA World Cup since 1958.

The celebrations that greeted France's 2-1 final success against Spain at San Siro on 10 October 2021 spoke of the prestige this young competition already holds. Its final-four denouement had been switched from its original slot of June 2021 owing to the rescheduling of UEFA EURO 2020, but the semi-finals produced compelling narratives, France overturning a 2-0 deficit against Belgium and Spain overcoming hosts Italy – the recently crowned European champions suffering their first defeat at San Siro in almost 100 years.

The fact Spain were avenging their EURO semi-final defeat, played only three months earlier, highlighted an important feature of the UEFA Nations League: the impact it has

Below: France's national team celebrate a first-ever UEFA Nations League victory.
Bottom right: Beaten finalists Spain eliminated reigning European Champions Italy in the semi-finals.





Above: Belgium finished top of their World Cup qualifying group ahead of Wales, who qualified through the play-offs.
Left: North Macedonia's last-minute winner stunned Italy in their World Cup qualification play-off.

Secondly, through the increased revenue that UEFA channels back to national associations. The centralisation of commercial rights for Nations League matches, European Qualifiers for UEFA EURO 2020 and the 2022 FIFA World Cup and senior national team friendlies generated €1.911bn over the 2018–22 period – almost double the revenue redistributed to associations during

the pre-centralisation and pre-Nations League 2014–18 period. This shows how UEFA helps its member associations by increasing the revenue available for reinvestment in football activities.

Preparing for the world stage

Alongside the Nations League, the European Qualifiers for the 2022 World

Cup in Qatar posed a different, and complementary, challenge, giving smaller nations the opportunity to measure themselves against the continent's strongest sides and players.

The qualifying groups concluded between September and November 2021 – leaving the ten group winners Qatar-bound – and the play-offs then followed between March and June 2022. These featured the ten group runners-up and the two best Nations League group winners (based on the competition's overall ranking) that had finished outside the top two in their World Cup qualifying group – namely Austria and Czechia. This direct pathway between the Nations League and World Cup qualification is another example of how the former opens the door for a wider range of national teams aspiring to step up a level. The 12 play-off teams were split into three four-team mini-tournaments, with the trio of Portugal, Poland and Wales making it through.

The biggest casualties were Italy, the European champions missing out on the FIFA World Cup after losing their home play-off semi-final to North Macedonia. A humbling experience for the Azzurri, but another reminder of the strength in depth in national team football across Europe. North Macedonia had profited from the UEFA Nations League pathway to reach UEFA EURO 2020 and came within 90 minutes of their first FIFA World Cup.

Looking ahead: sustainability a priority for next EURO

UEFA's willingness to adapt its competitions for the benefit of the football community – and, where possible, society at large – was evident as the UEFA Executive Committee approved the UEFA EURO 2024 match schedule in May 2022.

This will be a tournament staged across ten cities in Germany, with the aim of reducing travel distances for teams and fans the driving factor in dividing the venues into three clusters – North/North-East (Berlin, Hamburg, Leipzig), West (Cologne, Dortmund, Düsseldorf, Gelsenkirchen) and South (Frankfurt, Munich, Stuttgart) – with matches in each group limited to two clusters. Crucially, this will

reduce the environmental impact – a key consideration given that, for the first time, sustainability objectives have been included in the competition regulations.



The opening game will take place at the Munich Football Arena on 14 June 2024, and the final will be held at the Olympiastadion in Berlin a month later, on 14 July.

Before thoughts turned to the EURO, the 2022/23 UEFA Nations League draw took place in December 2021, paving the way for the competition's third edition. After kicking off in June 2022, the group stages would be completed three months later.



Finalissima crowns intercontinental partnership

The Italy v Argentina showpiece at Wembley in June represented the centrepiece of a series of joint initiatives between UEFA and its South American counterpart.

The strong spirit of cooperation between UEFA and CONMEBOL, the South American football confederation, produced a rich harvest across the 2021/22 season. The Finalissima contest between Italy and Argentina – the respective continental champions – drew a sell-out crowd to Wembley Stadium in London on 1 June for a match won 3-0 by the Copa América holders.

The contest celebrated a long-standing connection between the two confederations, which was enhanced in December 2021 by the extension of an existing memorandum of understanding until June 2028. The two sides also committed to opening a shared office in London.

The Finalissima is a revival of the twice-contested Artemio Franchi Cup, won by Michel Platini's France in 1985 and Diego Maradona's Argentina in 1993. Appropriately, this latest rendition witnessed another great name of the game, Argentina captain Lionel Messi, raising the CONMEBOL-UEFA Cup of Champions.

The elite men's game will not be the only beneficiary of this reinforced unity. Plans were announced the day after that match for a Women's Finalissima to be staged on European soil, bringing together the victors of UEFA Women's EURO 2022 and the 2022 CONMEBOL Copa América Femenina, as well as equivalent continental showdowns between the best youth club sides and futsal national teams.

UEFA-CONMEBOL cooperation has already had positive repercussions elsewhere. The refereeing community

has benefited, for example, with UEFA and CONMEBOL running exchanges for a variety of competitions and referee courses.

Thanks to the UEFA Assist programme – a vehicle for sharing European football's knowledge and expertise with our sister football confederations across the world – nine CONMEBOL member associations have competed in UEFA Under-16 development tournaments across Europe during the past half-decade. In addition, last April, Assist launched Football for Women, an educational initiative designed to help South American associations draw on lessons learned by women's football in Europe.

The power of football might not quite move mountains – but to bring two continents together is no small feat.



NEW COMPETITIONS, NEW OPPORTUNITIES

Together, the newly launched UEFA Europa Conference League and the revamped UEFA Women's Champions League demonstrated the critical contribution that UEFA club competitions make to strengthening men's and women's football across the continent.



An emotional José Mourinho after AS Roma's Conference League triumph made him the first coach to claim all three current UEFA men's club competitions.



With the dawn of a new UEFA club competition cycle in 2021/22, European men's teams were competing for three UEFA trophies for the first time in more than 20 years.

The addition of the UEFA Europa Conference League to the calendar, alongside the UEFA Champions League and UEFA Europa League, brought the possibility of European football to more teams across the continent than ever before. Each of the more than 700 clubs participating in Europe's top domestic leagues last season could aspire to earning a place on the starting grid of UEFA's club competitions, with teams representing 36 countries reaching the group stages – underlining UEFA's commitment to qualification based on sporting merit. The qualification phase alone brought together 199 teams located across Europe's footballing map, including eventual finalists Feyenoord and 12 sides that had never played an official UEFA match.

The Europa Conference League contributed significantly to enhancing both the depth and diversity of our club competitions. Take the inspirational performances of clubs like Bodø/Glimt, who – en route to becoming Norway's first European quarter-finalists this century – defeated eventual winners AS Roma 6-1 in the group stages and then eliminated Celtic. Or the spectacle of an estimated 100,000 supporters celebrating with José Mourinho's Roma squad after they delivered their side's first European trophy.

In just one season, the Europa Conference League demonstrated how players and supporters from all 55 of our member associations can dream of experiencing European football nights – or even hosting a final.

Champion pedigree shines through

The power of European club football – that opportunity for teams great and small to create a slice of history – was just as manifest in the 2021/22 UEFA Europa League, with the competition delivering a powerful lesson about the importance of fan power. In the first full campaign with supporters in the stands since 2018/19, Eintracht Frankfurt and Rangers gave their supporters adventures to treasure.

Chasing their first European prize since the 1980 UEFA Cup, Eintracht took 30,000 fans with them to the 3-2 quarter-final triumph at Barcelona. Rangers, equally, plugged in the power of Ibrox on the way to their first European final since 2008. Ultimately, an estimated 150,000 fans descended on Seville for a final at the Estadio Ramón Sánchez-Pizjuán that Oliver Glasner's Eintracht won 5-4 on penalties after a 1-1 draw.

Fittingly, the UEFA Champions League's most decorated club and coach both triumphed in the competition's 30th anniversary edition. Real Madrid lifted their 14th title after a 1-0 win over Liverpool, a victory that also delivered Carlo Ancelotti's fourth victory as a coach – surpassing Liverpool's Bob Paisley and

UEFA playlist celebrates 30 years of Champions League

Since it first reverberated around football stadiums in 1992, the official Champions League anthem has become an iconic sound of European football nights. Written by British composer Tony Britten in 1992, and based on Handel's Zadok the Priest, UEFA introduced the anthem as part of its rebranding of the competition's predecessor, the European Champion Clubs' Cup. In 2021/22, the tune featured in a special playlist released by UEFA to mark the Champions League's 30th anniversary. Available on music streaming platforms, UEFA Play, UEFA's music and audio content hub, also includes some of football's most popular anthems, such as You'll Never Walk Alone and Three Little Birds.





In Seville, Eintracht Frankfurt beat Rangers on penalties to win the Europa League.

Real's Zinedine Zidane. As well as 15 goals from Karim Benzema, the winning team also owed a debt to fan power – or more precisely, the collective belief of the Santiago Bernabéu, which helped them climb off the canvas when trailing by two goals against both Paris Saint-Germain and Manchester City.

The final on 28 May took place at the Stade de France, a venue selected at short notice, three months earlier, when the UEFA Executive Committee decided on the relocation of the showpiece from St Petersburg after Russia's invasion of Ukraine. Unfortunately, the final would begin 36 minutes late amid distressing scenes for supporters outside the stadium. Two days later, UEFA commissioned an independent report into the events surrounding the final, examining the decision-making and conduct of all entities.

Real Madrid's victory confirmed their place in the 2022 Super Cup – and another shot at silverware. The 2021 showpiece saw Chelsea take on Villarreal in Belfast, with the Blues coming through on penalties after a 1-1 scoreline after extra time – the seventh time in the last nine Super Cups that the match has gone beyond 90 minutes.



New 2024–27 UEFA club competition cycle reflects commitment to evolution

More teams, more meaningful matches and more opportunities to see Europe's top sides clash: the new club competition formats for the 2024–27 cycle, approved by the UEFA Executive Committee in May 2021, will help to invigorate the senior level of the men's game.

The Champions League, Europa League and Europa Conference league will swap their current group stages for three all-new leagues followed by knockout rounds.

Thirty-six teams – four more than the group stages – will make-up each league.

The revamped format is the latest indicator of UEFA's commitment to adapting its competitions for the benefit of clubs, players and fans. The changes will increase competitive balance, ensure a higher number of meaningful matches against a wider range of opponents and continue to ensure that UEFA competitions deliver the best of the best.



Visibility grows for women's elite

Women's football also ushered in a new club competition cycle in 2021/22, marked by the largest overhaul of the UEFA Women's Champions League since its inception. Far-reaching changes delivered instant results: enhancing competitiveness, expanding value and elevating the competition's status – all objectives of our women's football strategy.

The new format featured four groups of four teams playing each other home and away, with the top two per group qualifying for the quarter-finals. Prior to this stage, there were two qualifying rounds – split into a champions path and a league path. Both encapsulated the competition's growing strength in depth: eventual semi-finalists Wolfsburg needed a shoot-out to eliminate Bordeaux, while Manchester City fell to Real Madrid.



After defeating Paris Saint-Germain in the semi-finals, Olympique Lyonnais reclaimed the Women's Champions League from 2020/21 winners FC Barcelona in the final.

Staging matches in Europe's most prestigious stadiums significantly boosted interest, with a record 600,000 fans attending matches across the season and club attendance records broken in France, Germany, Spain and Switzerland.

The 91,553 packed into Camp Nou for Barcelona's quarter-final win over Real set a new high for a women's match in Europe – itself surpassed when 91,648 witnessed the same team's semi-final rout of Wolfsburg.



More than 30,000 fans watched Olympique Lyonnais win a record eighth Women's Champions League title in Turin.

The competition's finale, played in Turin, established another milestone: the largest attendance (32,257) for a final played in a neutral country. Barcelona surrendered their crown to Lyon, whose 3-1 victory secured an eighth title. Alexia Putellas's consolation goal for Barcelona made her the competition's top scorer with 11 goals.

The revised format successfully delivered on two key goals: increased visibility and value. Globally, 64 million viewers watched 61 matches broadcast by new media rights partners DAZN through their over-the-top media platform. This figure does not include the audience projected to follow free-to-air coverage on YouTube for the initial two seasons of the new cycle, or subscribers to beINSports pay channels – exclusive rights holders for the Middle East and North Africa. The guarantee of exclusive matchdays also avoided overlaps with UEFA men's club competitions.

Alongside greater visibility, centralised media and commercial rights laid the foundation for UEFA to implement a new financial distribution model for the competition. Thanks to a more than four-fold revenue increase, €24m was distributed either as prize money or through solidarity payments to non-competing clubs. The model ensures

that UEFA's financial support for women's clubs extends across the entire European ecosystem. Each club competing in the group stage, for instance, received a minimum of €400,000. Meanwhile, €5.6m of the €24m available went to associations with at least one club participating in the 2021/22 competition; this was shared

among their top-flight women's teams not playing in Europe.

It is all part of our vision of establishing a sustainable, virtuous cycle for women's club football. More funding raises competitiveness which, in turn, enhances the game's commercial value.



UEFA technical reports: analysing the action

UEFA's annual technical reports provide insights into prevailing styles and strategies, which are shared with the coaching family across Europe to aid the game's development (see [uefatechnicalreports.com](https://uefa.com/technical-reports)).

Reflecting on the first club campaign since UEFA abolished the away goals rule, there was universal consensus that the change led to more open and compelling first-leg matches.

This was just one of the findings of the end-of-season reports that UEFA produces for each competition. Other talking points included the prevalence of crosses and cutbacks as a route to goal and the tendency for teams to play out from the back – an approach that balances both risk and reward.

Such detailed insights are based on a combination of statistical analysis and the expert observations of UEFA's

technical observer panel, a handpicked team of experienced coaches who analyse each knockout match – and, since the start of the 2021/22 season, every men's Champions League group game. Their reports provide a valuable resource for Europe's wider coaching community.



First Europa Conference League final marks step forward for Tirana



For the Albanian FA, the opportunity to stage a UEFA final for the first time rewarded its efforts to modernise the country's football infrastructure and demonstrated the progression of UEFA's member associations in action.

For a competition created to provide more opportunities for European clubs and nations, Tirana proved the perfect choice to stage the inaugural UEFA Europa Conference League final. The showdown between AS Roma and Feyenoord on 25 May 2022 was the first major football final to be played on Albanian soil and underlined the nation's increasing football pedigree on the European stage.

The president of Albania's football association, Armand Duka, attributes hosting the final to years of hard work, built on the wave of enthusiasm that greeted the national team's qualification for UEFA EURO 2016. "We have invested all our energy in organising every detail surrounding the final," he said.

Nothing symbolises that effort more than the venue for the final: the impressive 21,690-capacity National Arena (Arena Kombëtare), which features 3,200 aluminium columns wrapped in a stunning pattern resembling the rugs for which Albania is renowned. The state-of-the-art stadium is one example of how the national association has used funding

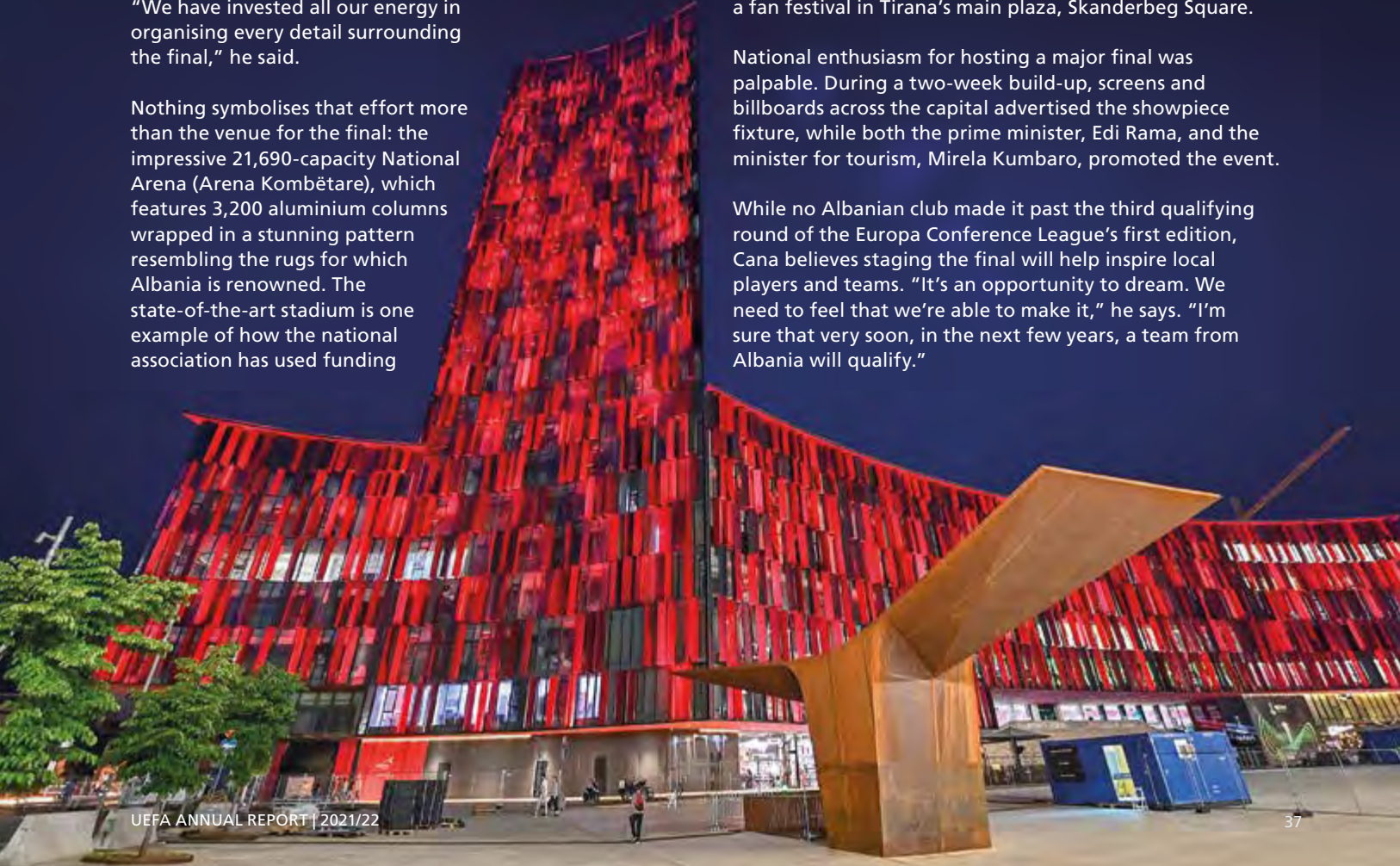
delivered through UEFA's HatTrick development programme to ensure the quality of football infrastructure befits the universal popularity of the game. HatTrick, which invests EURO revenue back into the game, has also underwritten other stadium projects in Albania: the rebuilding of the Elbasan Arena and the Loro Boriçi stadium, along with the construction of the Zeqir Ymeri stadium in Kukës.

"Football is part of our life," says Lorik Cana, Albania's captain during their groundbreaking EURO 2016 campaign and an ambassador for the final. "To most Albanians, it remains the most loved sport, bringing in much bigger audiences."

For more evidence of Albania's passion for football, look no further than the nationwide response to the request for volunteers to support the organisation of the final. Thousands of people applied for 350 vacancies to help run a fan festival in Tirana's main plaza, Skanderbeg Square.

National enthusiasm for hosting a major final was palpable. During a two-week build-up, screens and billboards across the capital advertised the showpiece fixture, while both the prime minister, Edi Rama, and the minister for tourism, Mirela Kumbaro, promoted the event.

While no Albanian club made it past the third qualifying round of the Europa Conference League's first edition, Cana believes staging the final will help inspire local players and teams. "It's an opportunity to dream. We need to feel that we're able to make it," he says. "I'm sure that very soon, in the next few years, a team from Albania will qualify."





OPPORTUNITY KNOCKS ONCE MORE

UEFA's youth competitions offer a crucial learning platform for young players – and they made a welcome return this year.

"I am very excited that youth tournaments are finally back after a long and enforced break. I cannot even imagine how excited and eager our young players must be to compete on this prestigious stage again." The words of UEFA's technical director and chief of football, Zvonimir Boban, will have struck a chord with many in the 2021/22 season as UEFA's leading youth tournaments – for clubs and national teams – returned to the football calendar.

To protect young players from the health risks of the COVID-19 pandemic, no

national youth tournaments had taken place at Under-17 or Under-19 level since 2019. The 2019/20 competitions were abandoned mid-season, while the 2020/21 editions did not begin at all. Similarly, the UEFA Youth League also skipped a season in 2020/21.

The enforced two-year hiatus deprived young players of vital learning opportunities. By nurturing young talents on and off the pitch, UEFA's youth competitions are crucial to our mission to develop football at all levels.

Each season, a portion of the €2.4m available to each of UEFA's 55 member associations under the HatTrick development programme helps to cover the cost of entering those competitions. It is part of a virtuous cycle in which the revenue generated by UEFA senior competitions provides the funding for six youth-level men's and women's competitions, which in turn prepare Europe's young footballers to excel at the highest levels of the game.

Benfica end wait for first Youth League title

The Colovray stadium in Nyon, Switzerland, hosted the UEFA Youth League finals weekend between 22 and 25 April 2022 – an event that concluded with Benfica putting three previous final defeats behind them by thumping Salzburg 6-0. Luís Castro's youngsters had earlier overcome Juventus 4-3 on penalties after a 2-2 semi-final draw, with Salzburg defeating Club Atlético de Madrid 5-0 in the other semi-final.



UEFA's senior competitions provide funding for six youth competitions

- UEFA Youth League
- UEFA European Under-17 Championship
- UEFA European Women's Under-17 Championship
- UEFA European Under-19 Championship
- UEFA European Women's Under-19 Championship
- UEFA European Under-19 Futsal Championship

Overall, 64 teams representing 39 member associations took part in the Youth League's eighth edition. Since its debut in 2013/14, more than 800 players have stepped up to play in one of UEFA's senior club competitions. The learning curve includes experiencing football in front of large crowds. In 2021/22, this was far from limited to the final four in Nyon, which registered an aggregate attendance of over 9,000. Earlier in the season, Deportivo La Coruña welcomed 20,115 fans for their home play-off tie against Dynamo Kyiv, while 19,300 watched the Borussia Dortmund v Atlético quarter-final. The Youth League's growing fan base extends beyond stadiums – UEFA.tv coverage of the

group matches registered 370,000 live views, 33% more than the previous edition.

True to the wider mission of all UEFA's youth competitions, players received educational training, with competing clubs encouraged to take part in social initiatives. During the finals, UEFA integrity experts briefed players from the four semi-final teams on the topics of anti-doping and match-fixing; the same session was also delivered to teams at each national team youth tournament. The Youth League semi-finalists also joined a community session with the UEFA Foundation for Children and PluSport, an organisation that creates sporting opportunities for people with disabilities.

Dutch joy at taking the lead in their European Under-17 final against France was short-lived.



SL Benfica captain Tomás Araújo lifts the Lennart Johansson Trophy – the club's first UEFA Youth League title.



Breakthrough of Israel's Under-19 team: history in the making



Israeli football's advances on and off the pitch were clear to see in 2022, with the country finishing runners-up at UEFA's men's Under-19 final tournament in Slovakia and hosting the men's Under-17 finals.

It is not often that a national youth team coach gets a call from their country's prime minister. In June 2022, Israel's Ofir Haim's mobile received not one, but two such calls to wish his Under-19 side good luck for their EURO final against England.

Such high-level interest was a measure of Haim's achievement in becoming the first coach of any Israeli national team to reach a UEFA final. Israel's fairy-tale script may have ended with a 3-1 defeat to England, but evidence suggests it will be no one-off.

Israel draws on a relatively small pool of registered players, approximately 40,000, but its footprint as a football nation is growing at all levels. In the same month that the Under-19s blazed their trail with the youngest group of players in Slovakia, the men's senior national team moved top of their UEFA Nations League group, pushing for promotion to League A and clearly benefitting from a competition that offers lower-ranked teams more competitive matches.



Stav Lemkin of Israel during the UEFA European Under-19 Championship final.

Take a closer look at the national teams' breakthrough in 2021/22 and their success looks less surprising – more reward for long-term strategic planning by the Israel Football Association. Immediately after taking up the role of technical director in 2021, Dutchman Jelle Goes set about establishing a DNA for its national teams.

"I started to speak with national team coaches and ask: 'What is our history? What is our culture?' Everything should be based on the fundamentals, the history, the culture of Israeli football right now," recalls Goes. "From there, we built our playing philosophy and our player profiles."

Goes also appointed a head of scouting, Moshi Sinai. Together, they built a network of over 150 talented Under-19 players born in 2003 or 2004, whose performance was tracked every weekend. Goes improved cooperation with Israeli clubs. Most recently, this ensured that Haim had access to his Under-19 players two days every week.

Israel's success story embodies all the benefits of UEFA's circular approach to building a sustainable future for football: organising elite competitions, which raise standards, to inspire new generations of players as well as generate revenue to reinvest in development at all levels of the game.

Israel FA president Oren Hasson is quick to acknowledge the significance of UEFA awarding his association hosting rights for a series of youth final tournaments – the Under-21s in 2013, the women's Under-19s in 2015 and, in May–June 2022, the men's Under-17s. According to Hasson, they have provided a solid platform for the association to stimulate development of its national teams.

The association has drawn on UEFA's HatTrick development programme, which channels EURO revenue back into the game, to overhaul its training infrastructure and expertise – from building a national training centre and youth academy, as well as two regional elite development centres, to participating in the UEFA elite youth academy programme. The Israel FA also receives €200,000 per season from UEFA to cover academy running costs for its Under-13, Under-14 and Under-15 teams.

The results of Israel's football success story are increasingly evident – on the pitch, through the achievements of the national teams, and off it, in the joy of the nation's fans.



England lifted the European Under-19 trophy after defeating first-time finalists Israel.

France and England secure Under-17 and Under-19 titles

Three years after the trophies were last raised, the men's European Under-17 and Under-19 championships concluded with triumphs for France and England respectively.

José Alcocer's France claimed their country's third men's Under-17 crown with a 2-1 comeback win over the Netherlands in Netanya, Israel, on 1 June. Successive shoot-out wins over Germany and Portugal to secure a place in the final demonstrated the benefits of quickly taking on board lessons at youth level: throughout a three-week preparation period, every French training session had included penalty kicks.

At the European Under-19 Championship final tournament in Slovakia, Israel's achievement in reaching their first major final at any level earned headlines, though England emerged victorious, coming from behind to win 3-1 (after extra time) in the final in Trnava on 1 July. England coach Ian Foster highlighted the significance of getting national team youth competitions up and running again quickly, which has ensured that the current generation of elite players has participated in at least one of UEFA's youth championships: "(After) the missed

opportunity at Under-17 level for this group, it was really important for the players and staff to qualify for another major tournament to give us more tournament experience." Foster cited not just "technical and tactical" lessons, but also the physical and mental experience of "playing in the heat" and "in front of international crowds".

New format raises the bar for women's youth football

When the women's Under-17 and Under-19 qualifiers kicked off again in September 2021, it heralded a brand-new format designed to ensure more competitive football for all participating teams – a key priority of UEFA's Time for Action women's football strategy. From the 2021/22 season, sides are guaranteed a minimum of five highly competitive matches per season against similarly ranked teams, helping to raise standards across the women's game.

UEFA allocated teams across two leagues – A and B – based on their coefficient rankings. Each side played two rounds of matches with promotion and relegation directly linked to results. In each competition, eight teams advanced to the final tournaments, staged respectively in Bosnia and Herzegovina (U17) and Czechia (U19). After the novelty of the new qualifying format, two familiar names took the trophies: Germany won a record eighth women's Under-17 title by beating Spain 3-2 on penalties after a 2-2 draw in Sarajevo on 15 May; meanwhile, Spain claimed their fourth women's Under-19 title thanks to a 2-1 success against Norway in Ostrava on 9 July.



Emerging from COVID-19: a year of transition

The evolving Return to Play Protocol was instrumental in the safe completion of UEFA's youth competitions.

Safety always comes first when organising matches for young players, giving UEFA's Return to Play Protocol a pivotal role in establishing the right conditions to restart youth competitions.

Introduced at the height of the pandemic to establish minimum health requirements for contesting UEFA matches, the protocol mitigated the risk of infection by applying the latest medical advice and best practices, particularly with regard to youth teams' transport and hotel stays. The guidelines remained in place throughout the season, with version 8 published just before the end of the reporting period.

UEFA continues to draw lessons from the football community's response to the pandemic. In December 2021, with the help of medical experts, we released a vaccination awareness video to address misconceptions about the impact of the COVID-19 vaccine on health and physical performance. The short film also highlighted the responsibility of football communities in helping to allay concerns across wider society.

Spain claimed a fourth women's European Under-19 title.

COLLECTIVE COMMITMENT FUELS FUTSAL'S GROWTH

The futsal community shrugged aside seemingly insurmountable odds to stage two major national team competitions in 2022.



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In 2021/22, members of the European futsal community once more mined their rich seam of resilience to admirable effect. The fact that 96% of all futsal matches in UEFA's competitions went ahead – in the face of a fresh series of challenges, not least from the COVID-19 pandemic – was testament to the commitment and dedication of everyone involved in this rapidly growing sport.

The staging of UEFA Futsal EURO 2022 in the Netherlands offered the latest example of strength in adversity. Staged in Amsterdam and Groningen between 19 January and 6 February, the final tournament began in empty arenas, owing to COVID-19 restrictions imposed by the Dutch government. Its completion provided cause for celebration – and not just for Portugal, who successfully retained their title.

This was the biggest-ever Futsal EURO final tournament – comprising 16 teams rather

than 12 – with finalists qualifying from a group stage that involved home-and-away fixtures for the first time. In another sign of futsal's growing strength in depth, three EURO debutants – Finland, Georgia and Slovakia – all reached the knockout rounds. Eventually Portugal prevailed, overcoming 2-0 deficits in both the semi-final and final as they beat Spain 3-2 and Russia 4-2 respectively.

Solidarity amid Women's Futsal EURO delay

European football's spirt of solidarity proved a major factor in ensuring the twice-postponed Women's Futsal EURO finally reached a successful conclusion at the Pavilhão Multiusos de Gondomar in Porto between 1 and 3 July 2022 – more than one year after its original February 2021 finish date.

Initially rescheduled for March 2022 due to the pandemic, Russia's invasion of Ukraine necessitated a second postponement as



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well as a change in the identity of the finalists. Following UEFA's decision to suspend Russian club and national teams from all its competitions, Hungary (runners-up in Russia's qualifying group) joined Portugal, Spain and Ukraine in the four-team final tournament.

The Hungarian, Portuguese and Spanish national associations unanimously agreed to reschedule the tournament to ensure Ukraine could take part. In a further show of footballing generosity, the associations of San Marino, Italy, France and Portugal hosted the 25-person Ukraine delegation for free during both the pre-tournament preparation phase and the event itself.

Defending champions Spain reclaimed their crown, winning a final shoot-out 4-1 against Portugal after a 3-3 draw. Ukraine claimed third place by defeating Hungary 2-0.

Off the court, it was not only the sense of solidarity that shone out but also the perception of a dynamic, developing sport.

A series of activities were held at the Pavilhão Multiusos de Gondomar to attract younger audiences, and a crowd of 2,620 watched the final. Away from the venue, the final tournament drew 1.5 million viewers overall, with 800,000 tuning in for the final.

Futsal's growing popularity across Europe is due in no small part to UEFA's HatTrick development programme, which redistributes revenue generated by the men's EURO to all 55 member associations to develop the game. Many national associations have channelled this support into women's futsal, with a clear return on investment. Before the launch of the first Women's Futsal EURO, there were just seven national teams in Europe – 24 took part in qualifying for this second edition.

Riga hosts Futsal Champions League

The Latvian capital, Riga, provided the venue for the 2022 finals of the UEFA Futsal Champions League. The result: a repeat of the previous final with the opposite outcome, Barça avenging their 2021



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1. Portugal hold on to their men's Futsal EURO title.
2. Spain do it again in the Women's Futsal EURO.
3. Barça defeat old rivals Sporting CP for a fourth Futsal Champions League success.
4. Cheering on Portugal in their Women's Futsal EURO match against Hungary.

defeat with a 4-0 victory over defending champions Sporting CP.

Both finalists were familiar contenders, but semi-finalists ACCS represented the first-ever appearance of a French side at this stage of the competition, meaning clubs representing 12 different national associations have now appeared in the Futsal Champions League final four. ACCS finished in fourth place after losing the third-place match to Benfica.

After the disruption of the previous season, the competition reverted to its usual format and followed the same trend as UEFA's other futsal competitions in 2021/22. The attendance of 8,442 for the final at the Riga Arena was the largest for a futsal club competition match between two teams playing in a neutral host country.

IN DEPTH

Futsal EURO 2022: a test of fortitude passed



Organisers and participants alike showed impressive resilience to achieve the successful staging of UEFA Futsal EURO 2022 – despite the sport's unique vulnerabilities to the effects of a global pandemic.

As the Omicron strain of COVID-19 spread across Europe in the winter of 2022, organisers of indoor sporting competitions shivered at the prospect of yet another wave of disruption. Across the Atlantic, the cancellation of the World Junior Ice Hockey Championships in Canada seemed to confirm the particular vulnerability to infectious diseases of events staged in closed arenas.

For a brief moment, the fate of UEFA's Futsal EURO 2022 tournament, due to take place in Amsterdam and Groningen between 19 January and 6 February, hung in the balance. In addition to adapting to tight health and safety regulations, how could the 16 finalists safely travel to the Netherlands?

Fortunately, Europe's futsal community is equipped with tremendous reserves of resilience. As a young, largely amateur sport, players frequently make sacrifices to play, even using personal holiday time. At the height of the pandemic in 2021, many players travelled to away fixtures on commercial flights despite the risk of quarantine delays. With the honour of representing their countries at stake, national futsal teams successfully overcame significant logistical hurdles to get to the Netherlands, with national associations arranging charter flights to ensure their players could travel securely to the tournament.

On the ground in the Netherlands, strong collaboration between UEFA, the local organising committee, national associations and the Dutch government ensured the tournament went ahead amid vigorous health and safety regulations. No spectators were permitted inside the arenas; teams were obliged to stay in their hotels, with no mingling; and some UEFA staff worked from their hotel rooms.

Despite some positive tests among players, referees and organisers, the European futsal community passed its toughest test, with all 32 scheduled matches completed to schedule.

After a week, the worst of Omicron had passed and the Dutch government eased its restrictions. In a remarkable turnaround, a limited number of spectators – 1,250 – were allowed to watch the semi-finals as well as the third-place play-off and the final at the Ziggo Dome in Amsterdam. It was a fitting reward for a community that had gone to such extraordinary lengths to deliver a memorable event against the odds.

"The fans made a lot of difference," said Portugal coach Jorge Braz. "At this level, sport exists for fans. What we felt with all our Portuguese fans in the semi-final and final, those are the greatest sensations you have in a match."

A game on the up

Growing participation numbers, surging viewing figures and new history-makers defined futsal in 2021/22.

Women's Futsal EURO 2022



24

teams entered qualifying for the latest edition of the competition. Before the competition was launched, there were only seven national teams in Europe

1.9m

cumulative global viewership of Women's Futsal EURO 2022, and 1.5 million viewers of live content

800k

The final was watched by an average of 800,000 viewers, up 4.4% on 2019, an increase driven by greater coverage in neutral markets

Futsal EURO 2022



19.8m

viewers across 14 domestic and 12 neutral television broadcasters

150+

territories able to watch the tournament live on UEFA.tv

3

newcomers survived the group stage of the men's Futsal EURO. Previously only Azerbaijan (2010) and Kazakhstan (2016) had managed that feat this century

1.8m

visitors to the Futsal EURO section of UEFA.com – up 32% compared with the 2018 edition

Futsal Champions League



8,442

fans attended the final of the UEFA Futsal Champions League – the largest attendance for a futsal club competition match between two teams playing in a neutral host country

55

teams from 51 of UEFA's member associations took part. Only 27 associations entered teams in the first UEFA futsal club competition, held in 2001



ADDED VALUE, ADDED VISIBILITY

UEFA leverages multiple platforms to promote its competitions and attract fans from across the globe.



UEFA.tv

1.1m+

views for the live stream of the men's Champions League group stage draw – a platform record for a single event

103

Nations League matches streamed live to over **50** markets, with **2m** live views and over **44m** minutes watched

90,000+

live views during the Finalissima, which was streamed live to over **30** markets



BROADCAST

Global cumulative viewers

2.6bn

across live and non-live programming (highlights, magazine, reruns) – up **11%** from 2018–21 cycle average

Total live viewers

374m

for Women's EURO 2022 – **51m** for the final

17.6m

for Women's Champions League season – **3.7m** for the final

165.8m

live match viewers for the men's Champions League final – the world's most-watched TV event in 2021/22

596m

live cumulative views of the Europa League and Europa Conference League

200m

impressions on Women's Champions League social channels

12x

increase in new Women's EURO 2022 social media followers compared with 2017

185m

video views for Women's EURO 2022 (40x greater than 2017) and **14.5m** engagements

+25%

Women's Champions League traffic on UEFA.com



DIGITAL

32m+

new followers on Champions League social channels during the season, and **15bn+** global social interactions

21,000+

Europa League and Europa Conference League social media posts, with **2bn** views and engagements

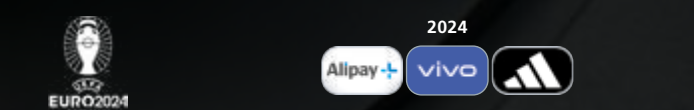
WOMEN'S COMPETITION PARTNERS



MEN'S CLUB COMPETITION PARTNERS



UEFA EURO 2024 PARTNERS





CHAMPIONS OF EUROPE

The winners of UEFA's 2021/22 club and national team competition finals were crowned in cities across all corners of the European football map, from London to Riga to Netanya.

Women's EURO 2022
Host city: London
England – Germany 2-1
Winners: England

Finalissima
Host city: London
Italy – Argentina 0-3
Winners: Argentina

Futsal EURO 2022
Host city: Amsterdam
Portugal – Russia 4-2
Winners: Portugal

Futsal Champions League
Host city: Riga
Barça – SC de Portugal 4-0
Winners: Barça

Women's Under-19 EURO
Host city: Ostrava
Spain – Norway 2-1
Winners: Spain

Youth League
Host city: Nyon
FC Salzburg – SL Benfica 0-6
Winners: SL Benfica

Women's Under-17 EURO
Host city: Sarajevo
Germany – Spain 2-2 (3-2 pens)
Winners: Germany

Under-19 EURO
Host city: Trnava
Israel – England 1-3
Winners: England

Europa Conference League
Host city: Tirana
AS Roma – Feyenoord 1-0
Winners: AS Roma

Under-17 EURO
Host city: Netanya
France – Netherlands 2-1
Winners: France

Women's Champions League
Host city: Turin
FC Barcelona – Olympique Lyonnais 1-3
Winners: Olympique Lyonnais

Women's Futsal EURO 2022
Host city: Porto (Gondomar)
Portugal – Spain 3-3 (1-4 pens)
Winners: Spain

Champions League
Host city: Paris
Liverpool FC – Real Madrid CF 0-1
Winners: Real Madrid CF

Europa League
Host city: Seville
Eintracht Frankfurt – Rangers FC 1-1 (5-4 pens)
Winners: Eintracht Frankfurt

2021/22 UEFA Awards

- Men's Player of the Year:**
Karim Benzema
- Women's Player of the Year:**
Alexia Putellas
- Men's Coach of the Year:**
Carlo Ancelotti
- Women's Coach of the Year:**
Sarina Wiegman
- President's Award:**
Arrigo Sacchi





GOVERNANCE

52 Introduction

54 Partnerships

56 Medical

58 Financial
sustainability

60 Finance

61 Anti-match-fixing

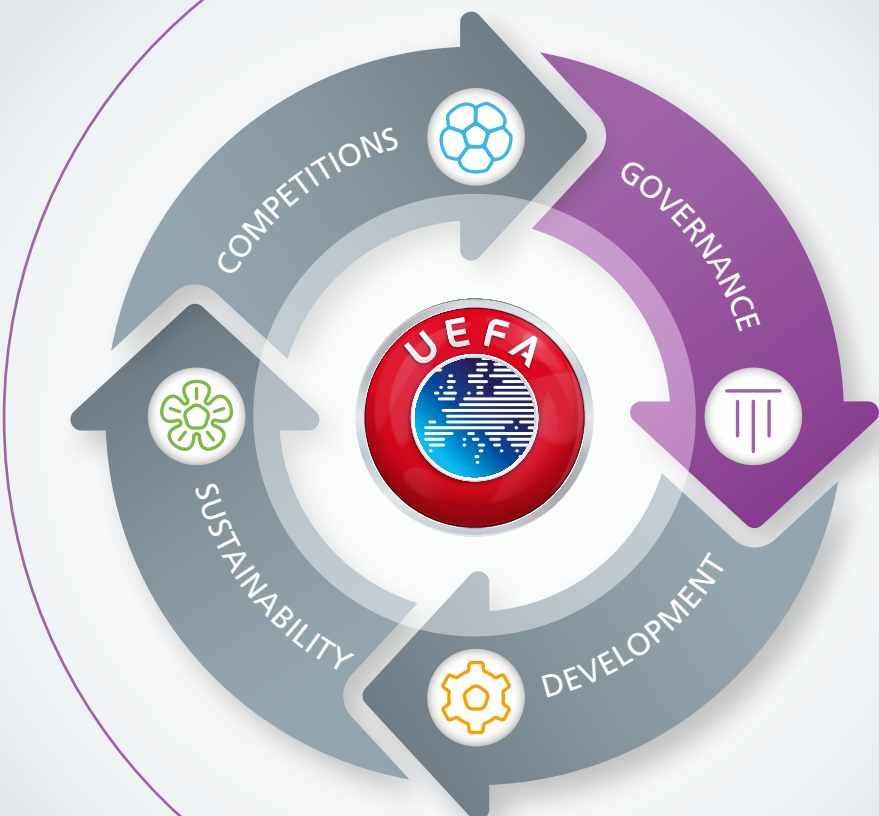
62 Strategy update

63 How UEFA uses data

64 Developing sport
in Nyon

65 Administration

GOVERNANCE



As the official guardian of European football, UEFA protects and promotes good governance, ethical standards and the prosperity of the game – key pillars of our five-year strategy, Together for the Future of Football.

To do this, we operate according to the values of the European sports model – openness, democracy and sporting merit.

True to the model's pyramid structure, UEFA brings together its 55 member associations, clubs, leagues, coaches, players, fans and policymakers. In partnership, we set standards to govern every aspect of the game and achieve sustainable growth for all.



2021/22 highlights

Uniting Europe

European Parliament and Council of the European Union endorse the European sports model.

Fighting match-fixing

National associations discuss stronger cross-border collaboration with Europol, the EU's agency for law enforcement cooperation.

Safeguarding football's financial viability

UEFA revises financial sustainability regulations to boost European clubs' recovery from the pandemic's impact.

Protecting players' lives

Medical Committee takes steps to ensure life-saving equipment and expertise is pitchside at every professional match in Europe.



UNITED FRONT

UEFA has worked more closely than ever with its partners to strengthen and protect the deep-rooted European model of sport.

In 2021/22, we continued to work tirelessly with stakeholders, both inside and outside of football, to protect the role of the European sports model – both in securing a sustainable future for the game and driving wider, positive change across society. The model's pyramid structure forms the basis for organising most sports across Europe, and football is no exception. There are several common principles:

Open competition: whatever their level, clubs are promoted or relegated on sporting merit; talented players should have a clear pathway to the top.

Reinvestment: revenue generated by elite competitions is channelled into developing grassroots football. Few initiatives embody this principle better than UEFA's HatTrick development programme, which reinvests a large proportion of EURO income into the game.

Social benefits: the model also recognises sport's important contribution to society,

whether through education, health benefits, sustainability or breaking down barriers.

By threatening these values, the proposal for a closed breakaway competition attracted opposition that reached far beyond our traditional partners – national associations, leagues, clubs and fans – to political institutions. In November 2021, both the European Parliament and the Council of the European Union (EU) approved landmark resolutions endorsing the European sports model.

First, the European Parliament adopted a comprehensive resolution on EU sports policy. Spearheaded by MEP Tomasz Frankowski, a former Polish international footballer, this measure called for action to protect European sport from the menace of breakaway competitions.

Just one week later, EU sports ministers unanimously approved a second resolution from the Council of the EU. This recognised the importance of strengthening values-

based, organised sport in Europe and ensuring any team or player can aspire to play in elite competitions. In the resolution, the 27 EU member states affirmed their commitment to the European sports model: its pyramid structure, the open system of promotion and relegation, and the part it plays in developing grassroots football. They also highlighted sport's social and educational benefits.



Listening to supporters

The reporting period was marked by two significant developments in UEFA's ongoing efforts to give fans a stronger voice in its decision-making processes. First, in April 2022, UEFA and the European supporters representative body Football Supporters Europe met in Nyon to kick off closer collaboration on several important topics, including efforts to improve conditions for away fans attending our club competition matches and UEFA's standing facilities observer programme. The latter envisages reintroducing standing facilities for supporters of clubs whose national associations are ranked in the top five of UEFA's coefficient rankings – on condition that the association permits standing for domestic fixtures in the 2022/23 season. Second, UEFA recruited a full-time fan relations specialist to foster closer cooperation with supporter groups and other stakeholders across Europe at all levels of the game.

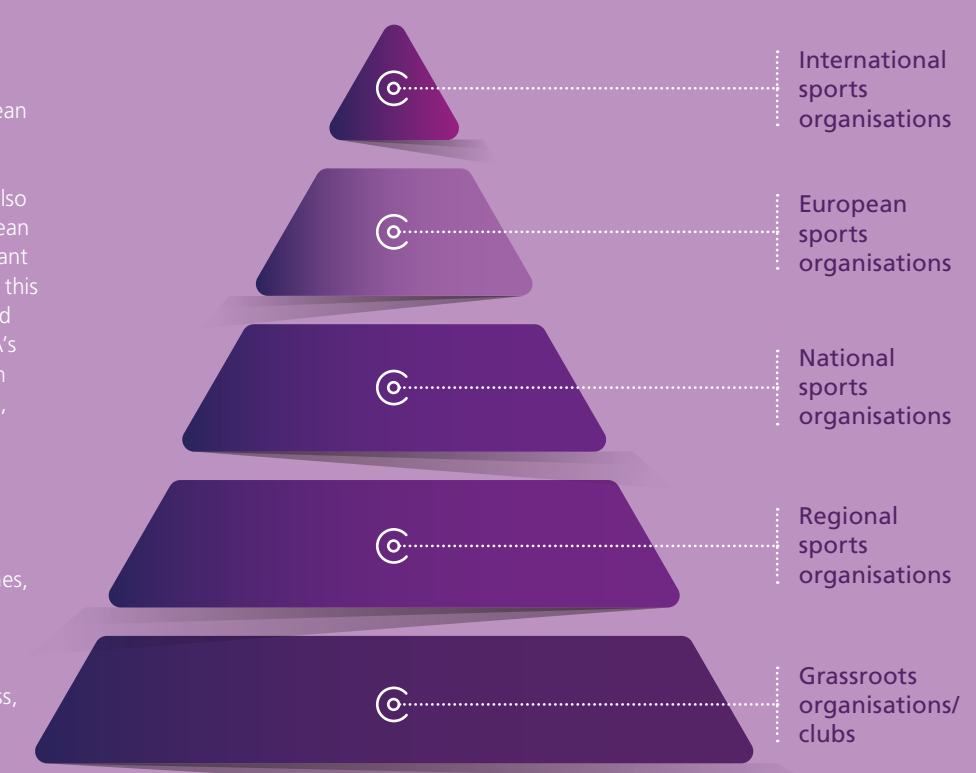
In January 2022, the Council of Europe – Europe's leading human rights organisation – added its voice to the chorus of support backing the principle of open sports competitions. In adopting a landmark report on football governance, the Council's Parliamentary Assembly spelt out its opposition to the so-called 'European Super League', emphasising that UEFA should remain responsible for the organisation of European club competitions.

Convention on the Future of European Football
UEFA's increasingly strong ties with European institutions are the product of regular dialogue, working groups, cooperation agreements and events. Joint campaigns also leverage the visibility of UEFA's pan-European competitions to raise awareness of important environmental and human rights issues. In this spirit of close cooperation, both the EU and the Council of Europe participated in UEFA's first Convention on the Future of European Football, held at our headquarters in Nyon, Switzerland, in September 2021.

As well as senior political leaders, the convention brings together the entire European football community – national associations, leagues, clubs, players, coaches, fans, agents, commercial partners and policymakers – to build consensus on long-term policy and governance reforms. To kick off an ongoing consultation process, participants identified four key questions to answer:

- How to optimise financial sustainability and responsibility within European football, and identify measures to promote cost control mechanisms and sensible financial management?
- How to strengthen competitiveness, solidarity distributions and player development to maintain a competitive balance at all levels?
- What measures can be taken to safeguard the European sports model and pyramid structure?
- How to accelerate the professionalisation and sustainability of women's football?

The pyramid structure of sport



SETTING THE STANDARD FOR PLAYER WELFARE

In 2021/22, we intensified our efforts to raise awareness of minimum medical requirements, not only for official UEFA matches but for all professional football across Europe.

This reporting period began shortly after the UEFA EURO 2020 match in which only the swift reactions of skilled medics saved the life of Denmark's Christian Eriksen after he suffered an on-field cardiac arrest. UEFA instantly started acting on lessons learned from the near tragedy, determined to provide the same medical services at all matches organised by UEFA each season.

To this end, our Medical Committee released a video that is compulsory viewing for UEFA match delegates. It highlights the importance of pitchside medical equipment and expertise, such as defibrillators, spinal boards and resuscitation equipment, as well as the presence of a dedicated emergency doctor and stretcher team. As our 'eyes on the field', delegates must inspect pitchside equipment both the day before a match and again on matchday.

The video also sets out minimum medical requirements for all UEFA competitions. Introduced in 2012/13 and now enshrined in the UEFA Medical Regulations, these establish standards for equipment and medical services essential for treating serious or potentially fatal injuries. Updated regulations, approved in December 2021 and effective from 1 July 2022, specify that pitchside doctors must be trained to provide advanced life support treatment.

A research-led approach

The Medical Committee also set up two expert groups to address, respectively, head injuries and heading.

Head injury panel: tasked with ensuring safe diagnosis and treatment of concussions, this panel will deliver guidelines for team doctors and for improved management of head injuries.

Heading panel: tasked with investigating the long-term consequences of heading, assessing evidence of a potential link between heading and neurodegenerative disease. Based on their conclusions, the panel will review existing guidelines for young players.

To date, UEFA has focused on educational projects raising awareness of concussion among players and referees. This included a concussion awareness campaign launched in 2019. Each team participating in our competitions must sign a Concussion

Charter, which reinforces the importance of best practice in concussion management.

In May 2022, UEFA's elite club injury study group published the results of its assessment of the medical impact of COVID-19 lockdowns on footballers' physical well-being. Research covering 19 teams in 12 European countries showed no increase in the frequency of matchday injuries after the return to play in May/June 2020. However, data did reveal a spike in training injuries compared with the same period for each of the preceding five seasons (2015–2019).



Q&A

'We need regulations that work in all 2,500 of UEFA's matches'

Zoran Bahtijarević, a former paediatric surgeon and a team doctor for Croatia's national teams for three decades, was appointed UEFA's chief medical officer in January 2022. He shares his insights into the vital work of our medical unit.



What are the aims behind the unit's recent work?

COVID showed us that the medical side of football is an indivisible part of the game, and the Eriksen case showed us how important it is. We have to continue following this path as there are a number of challenges that need our attention: concussion and women's health to name but two.

We had great regulations on paper, but sometimes they weren't working in every scenario. We want regulations that work for all. People might think only of the Champions League when they think of UEFA, but we are talking about 2,500 matches, in every corner of Europe. We need regulations that work everywhere. That's when we succeed.

How did UEFA update its Medical Regulations in the 2021/22 season?

For one, we concentrated on pitchside emergency doctor training. Second, we asked ourselves: what do we really need

to save a life? There are three things: an automatic defibrillator (AED), a bag valve mask and a spinal board or board stretcher.

No UEFA match should now start without those three things. If you don't have an AED, the match cannot start.

What are your thoughts on the pitchside tablet trial?

The key learnings were great. Now, when reviewing injuries, doctors can go back and check the biomechanics: the way the player's leg landed, its position and so on. This helps doctors understand the extent of the injury.

It's also extremely useful for head injuries, with doctors better able to judge whether a player was unconscious or not. Sometimes players don't remember what happened or even try to conceal they were unconscious because they know they'll be taken off. Now, the doctor can have somebody in their ear, who is using the tablet on the sideline, explaining the mechanics behind the injury: they fell on

their right-hand side, it was a player-to-player hit. I think it's a tremendous improvement for player health.

Does your unit provide funding to national associations?

Education is the most powerful weapon we have. We won't see changes until we bring on board coaches and players. Through UEFA's HatTrick development programme we offer €10,000 every year to all national associations for medical education. Last year, this financed 27 education courses.

What are your plans going forward?

Women's football is professionalising rapidly. We therefore plan to set up an expert panel for women's health. Its sole responsibility will be improving the health of female professionals and identifying the issues the modern female football player may face. Furthermore, various gender-related matters will become a complex area requiring substantial data gathering for UEFA in the foreseeable future.



Trial proves value of pitchside video reviews

In 2021/22, UEFA trialled the use of pitchside tablet devices that facilitate video analysis of injuries almost in real time. The trial, involving more than 300 matches across UEFA competitions, received hugely positive feedback.

Medical staff were able to diagnose injuries and identify treatments more quickly and precisely. The tablets will be rolled out during the 2022/23 season at all UEFA matches equipped with video assistant referee (VAR) technology.

PROTECTING THE GAME'S FINANCIAL FUTURE

UEFA continues to evolve the structures set up to safeguard the financial sustainability of European football.

Since the introduction of UEFA's first financial fair play regulations in 2010, European football club finances have ameliorated markedly: from net losses of €1.7bn across Europe's top-division clubs in 2010 to a profit of €600m in 2017 and €140m in 2018.

However, the financial hit of COVID-19 lockdowns caused unprecedented losses of €7bn over the 2020 and 2021 period. Such exceptional circumstances demanded a shift in our approach: in April 2022, UEFA's Executive Committee approved new UEFA Club Licensing and Financial Sustainability Regulations.

The revised regulations are designed to ensure the long-term viability of European football, and reflect widespread consultation with the community's leading stakeholders: the 55 national associations, the European Club Association, European Leagues, FIFPRO, Football Supporters Europe, the European Commission, the European Parliament and the Council of Europe.

Effective from June 2022, the regulations are built on three pillars: solvency, stability and cost control.

Solvency: adjustments to the no overdue payables rule strengthen guarantees to creditors, improve solvency and safeguard

the integrity of UEFA competitions. Under the new system, all payables to other clubs, employees, social/tax authorities and UEFA are now addressed on a quarterly basis.

Stability: the new football earnings rule represents an evolution of the existing break-even requirement. While the acceptable deviation has been increased to reflect a rise in variable revenues, requirements for equity contributions have been tightened to prevent additional debt.

Cost control: for the first time, clubs are subject to a squad-cost rule, requiring more rigorous monitoring of player wages and transfer costs. The assessment process will be accelerated so as to incorporate summer transfer activity. Initially, during 2023, expenditure on player and coach wages, transfers and agent fees will be limited to 90% of total club revenue. This proportion will be reduced to 80% in 2024 before reaching a permanent threshold of 70% from 2025.

New club licensing requirements As part of our ongoing commitment to improve the standards of European

football, the club licensing section of UEFA's Club Licensing and Financial Sustainability Regulations has introduced new measures. These cover youth development, player protection, coaching, financial transparency and sustainability, and football social responsibility standards. In addition, clubs applying for licences to compete in UEFA men's club competitions are now obliged to contribute to the professionalisation of the women's game.

Women's game boosted by dedicated licensing regulations

An even more significant step for women's football followed in May 2022, when our Executive Committee approved the first UEFA Club Licensing Regulations for the revamped Women's Champions League. Introduced just one month later, on 1 June, they cover enhanced support for youth and technical development; increased numbers of mandatory youth teams and additional coaching staff; minimum standards for training facilities; and support of the implementation of football sustainability policies. Additional criteria are designed to improve both the transparency and the quality of financial information and management.



Q&A

'The new financial regulations are an important step forward'

Andrea Traverso, UEFA's financial sustainability and research director, offers his thoughts on the landmark changes to UEFA's new financial sustainability rules.



How do the new regulations relate to financial fair play (FFP)?

They are an evolution of FFP. Regulations have to be constantly adapted and monitored depending on the evolution of the market and the context in which clubs operate. But it's an important evolution, not just a cosmetic one, and an important step forward. On top of fine-tuning existing rules, we have introduced new ones – notably the squad-cost rule.

What would you say to those who feel UEFA has given up on FFP?

We certainly haven't given up. Firstly, it's important to recognise that the previous rules had a deep and positive impact. But, of course, they were not perfect, and it's a natural process to adapt and improve the existing regulations. As European football's governing body, UEFA has the duty to

ensure financial stability, and we will continue to do our best to enforce these new rules. It's important to underline that they have received unanimous support across the European football community. Getting approval from so many stakeholders is a major achievement. UEFA has not drafted the rules on its own; we have done it together and in agreement with all our stakeholders.

What were the challenges of getting the whole football community behind these new rules?

It's been a long process. A difficult one, but this is normal, because not everyone has the same interests and faces the same issues. We consistently sought to share all information, meet stakeholders regularly, listen to comments and take on feedback. With an inclusive, democratic and transparent process, you can overcome any challenges.

How are you working with clubs, national associations and leagues to aid a smooth transition?

The continuation of dialogue is key. As soon as the regulations were approved, we started to communicate bilaterally. We also organised workshops and educational forums, alongside the creation of toolkits and guidelines. We meet with clubs and associations, and we cooperate with umbrella bodies to organise joint workshops. There is an education plan in progress.

As for the rules themselves, they don't all come into force at once but through a staggered approach. This will allow all parties to get used to them and implement them correctly.

To what extent will the regulations future-proof the long-term success of European club football?

This is our main goal. Society is only just coming out of the COVID-19 pandemic, and many clubs find themselves in turbulent waters. Guiding them towards a sustainable path will be challenging, possibly more challenging than it's ever been.

You can have the best regulations, but if they are not enforced, and if people are not committed to them, you won't achieve the results you want. That's why it's crucial that we've had buy-in from the beginning. We have the full support of our stakeholders, and European institutions as well.

What's the significance of having separate regulations for the women's game?

It's an important step forward. Women's football has developed a lot recently, and very quickly. Some criteria existed in the former club licensing regulations, but the time has come for women's football to have its own set of rules. This will provide the right regulatory framework for development. Indeed, I expect club licensing to act as an accelerator for raising standards in women's football. For example, higher standards of youth education, better accessibility to quality infrastructure, higher levels of coaching diplomas and increased professionalism in managing women's football clubs are all very important elements that will push the women's game forward and where club licensing can play an important role and make a significant contribution.



COMPETITION CYCLES BOOST PERFORMANCE

The start of a new men's club competition, a revamp of the Women's Champions League and completion of the second edition of the Nations League all contributed to an increase in revenue.

Despite the economic downturn, UEFA generated its largest-ever cumulative revenue in a season without a men's EURO – more than €4bn. The new cycle of club competitions, including the inaugural Europa Conference League, increased revenue by 15%, while centralising rights significantly raised the value of a revamped Women's Champions League, allowing UEFA to redistribute €24m back into the women's game – an astonishing four-fold increase.

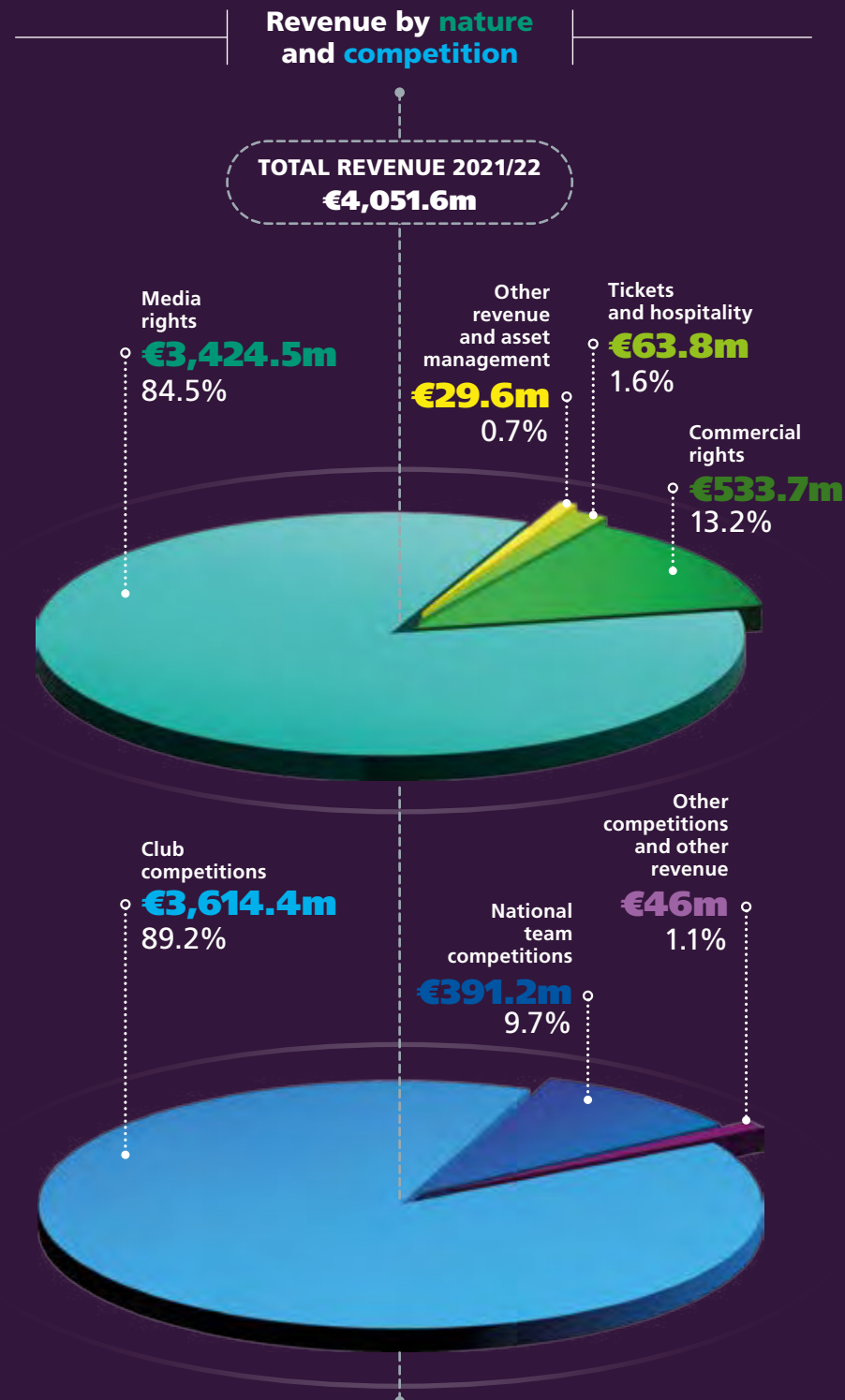
Men's national team competitions completed their second cycle (2018–22) – a period comprising two editions of the Nations League, EURO 2020 qualifying matches and European Qualifiers for the 2022 FIFA World Cup. By replacing less meaningful friendlies and centralising commercial rights, the Nations League proved a key factor in doubling cumulative revenue compared with 2014–18.

In a decision that underlines our commitment to reinvesting revenue back into the game, the Executive Committee allowed UEFA to rebuild reserves depleted by the pandemic's financial impact across two men's EURO cycles (EURO 2024 and 2028). This ensures UEFA's funding cache, used to support associations and clubs in their time of need, can be restored without jeopardising long-term investments in the development of European football.



Read more online

A more detailed picture of our revenue and expenditure streams for the 2021/22 season is presented in the annual UEFA Financial Report.



COLLABORATING FOR A CLEAN GAME

European football's fight against match-fixing received a boost with the first joint Europol-UEFA conference.

Trust and integrity lie at the heart of our five-year strategy. Match-fixing represents a fundamental violation of both these footballing values. In 2022, UEFA continued implementing an ambitious new action plan to protect the game's integrity focused on preventative measures and collaboration with national association integrity officers and public authorities.

Working in harmony with international organisations is critical to combating a problem that transcends national borders. In April 2022, in a football first, representatives of our 55 member associations and 109 investigators, judicial authorities and representatives of Europol – the European Union's agency for law enforcement cooperation – assembled for a one-day conference at The Hague in the Netherlands. Participants were united by one goal: to strengthen cooperation on investigations into cases of sports corruption and match-fixing.

UEFA and Europol have always worked closely with law enforcement authorities across the continent, both to identify links between suspicious matches and suspects and to unmask organised crime groups that orchestrate multimillion-euro frauds against sport. However, with many clubs reeling from the pandemic's financial hit, associations also have a critical role to play in combating a phenomenon that drains football of much-needed resources.

The workshop discussed detection of suspicious betting patterns and explored potential for greater collaboration between law enforcement bodies and European football's network of 55 integrity officers. Since 2011, UEFA has provided financial and operational support to associations to implement anti-match-fixing programmes.

Angelo Rigopoulos, UEFA's managing director of integrity and regulatory, explains: "More than ever, European football and the law enforcement sector must offer their mutual support to protect football from this scourge."

Education and prevention

UEFA anti-match-fixing activities place a strong emphasis on education and prevention. For all our competitions, we deliver educational sessions for players, referees and other participants on identifying potential risks and alerting authorities. We also work with associations to raise awareness and build capacity across the football community. As part of our action plan, we are reviewing internal processes for gathering and assessing intelligence data. This focuses on enhancing education and prevention, streamlining stakeholder engagement, and the legal framing of our investigations.

"More than ever, European football and the law enforcement sector must offer their mutual support to protect football from this scourge."

Angelo Rigopoulos
UEFA managing director of integrity and regulatory

The UEFA Integrity Platform (available in seven languages) offers a secure, confidential channel to report suspected match-fixing activities or other types of sporting fraud. Contact us online or use our toll-free number: **+800 0001 0002**



UEFA 2019–24 STRATEGY: TOGETHER FOR THE FUTURE OF FOOTBALL

Our work to make football the most played, trusted, competitive, engaging and responsible sport in Europe is guided by a five-year strategy, underpinned by five pillars. The current strategy, which came into force in 2019, runs until 2024.

Football

Our objectives

1. Grow and secure long-term participation within European football
2. Lead and support the advancement of national football associations
3. Ensure football in Europe is accessible and available to all
4. Promote and develop football infrastructure across Europe

Progress in 2021/22

- EURO revenue redistributed to our member associations for investment in football development projects will increase by 21% from 2025 – equivalent to an extra €160m.
- New financial distribution model introduced for Women's EURO 2022 includes a substantial increase in rewards for participating teams.

Competitiveness

Our objectives

1. Ensure UEFA competitions are competitive and meaningful for all
2. Pursue the optimal football calendar to facilitate domestic and international competitions
3. Work to maintain competitive balance through sporting and financial measures
4. Protect and support financial sustainability at all levels

Progress in 2021/22

- UEFA sets up a new working group, involving European club representatives, to determine how prize money and solidarity payments will be distributed after our new men's club competition cycle kicks off in 2024/25.
- UEFA and CONMEBOL extend their memorandum of understanding until June 2028, paving the way for EURO winners to face reigning Copa América champions in both the men's and women's game.



Trust

Our objectives

1. Provide leadership to our 55 member associations
2. Promote good governance and increased transparency
3. Protect football's integrity
4. Develop stakeholder involvement

Progress in 2021/22

- UEFA expands core membership of its anti-match-fixing working group to include representatives of the Council of Europe, Europol, Interpol and the Group of Copenhagen.
- UEFA's Convention on the Future of Football establishes a permanent forum for key stakeholders in the European football community to build consensus on long-term policy and governance reforms.

Prosperity

Our objectives

1. Continue growing revenues
2. Pursue more efficient development through research and investment
3. Establish continuous fan engagement and relationships
4. Enhance our international image and awareness

Progress in 2021/22

- In England, fan festivals at each of the nine Women's EURO host cities unite supporters representing all the participating nations.
- Agreement on new post-2024 format of UEFA men's club competitions; this will generate more revenue for redistribution back into the game.

Responsibility

Our objectives

1. Ensure European football takes responsibility for helping achieve the United Nations Sustainable Development Goals
2. Guarantee the safety of everyone involved in football, safeguarding youth players and children
3. Maintain respect as our overarching UEFA value, encouraging inclusive practices and activities
4. Foster economically viable, sustainable programmes that conserve the game for future generations

Progress in 2021/22

- UEFA joins the UN Race to Zero campaign, committing to a 50% reduction in greenhouse gas emissions from our events by 2030.
- The UEFA Foundation for Children awards €1m to help children affected by conflict in Ukraine as well as refugees in Moldova.

MAKING DATA COUNT FOR FOOTBALL

Data plays a pivotal role in guiding UEFA's mission, providing insights to help benefit stakeholders from across the game.

UEFA is increasingly recognising the value of data as a strategic asset. Each season, we ingest, generate and deploy data to support multiple aspects of our day-to-day business.

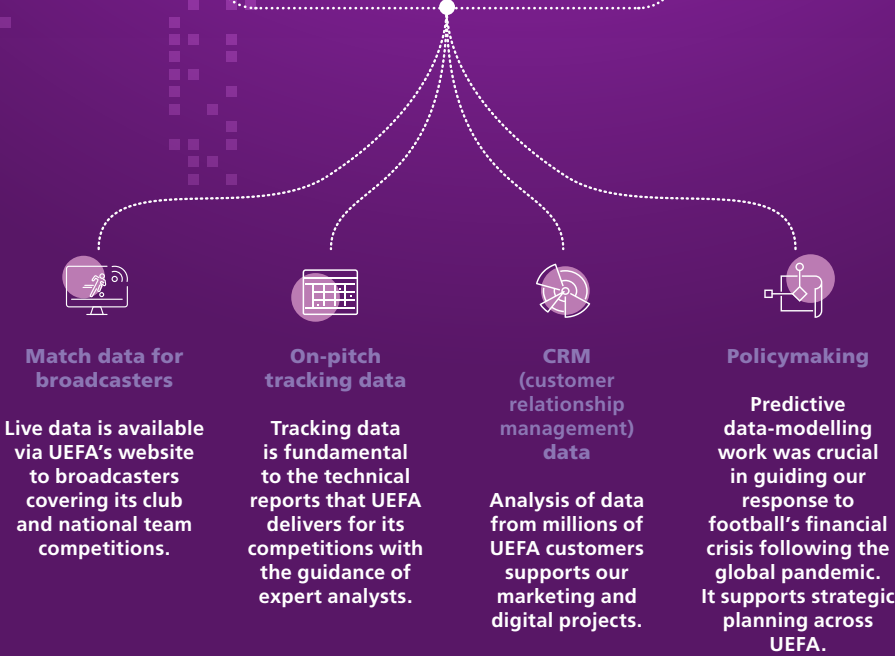
We do this with the help of the UEFA intelligence centre. Set up in 2017, the centre draws on the expertise of data scientists with a vast knowledge of the football landscape to facilitate evidence-based policymaking and strategic decision-taking. By publishing a series of reports and benchmarking analyses for our member associations and/or domestic leagues, the centre has significantly improved transparency around governance of European clubs.

For example, since its first edition in 2009, the European Club Footballing Landscape – UEFA's annual club licensing benchmarking report – has become the de facto barometer of club-football trends.

UEFA has also published three reports (available on our website in multiple languages) assessing the global pandemic's impact on European football: Football during the Pandemic, Living with the Pandemic and Emerging from the Pandemic. Financial reports gathered from 700 clubs have since confirmed the accuracy of potential financial impacts modelled by UEFA at the start of the pandemic.



Four examples of how UEFA uses data



PARTNERSHIP STARTS AT HOME

The Foundation for the Development of Sport in Nyon is an entirely UEFA-funded initiative that, for the past 20 years, has supported grassroots sports activities based in our hometown.

Since moving our headquarters to Nyon on the shores of Lake Geneva in 1995, we have strived to give something back to a community that welcomed us with open arms. Set up by UEFA in 2000, the Foundation for the Development of Sport in Nyon encourages local participation in sport, especially among young people.

Despite numbering only 23,000 inhabitants, the small Swiss town boasts a thriving sports scene – due in no small part to financial support from the foundation. Over the past 20 years, the initiative has channelled more than 1.5m Swiss francs to 114 local sports projects.

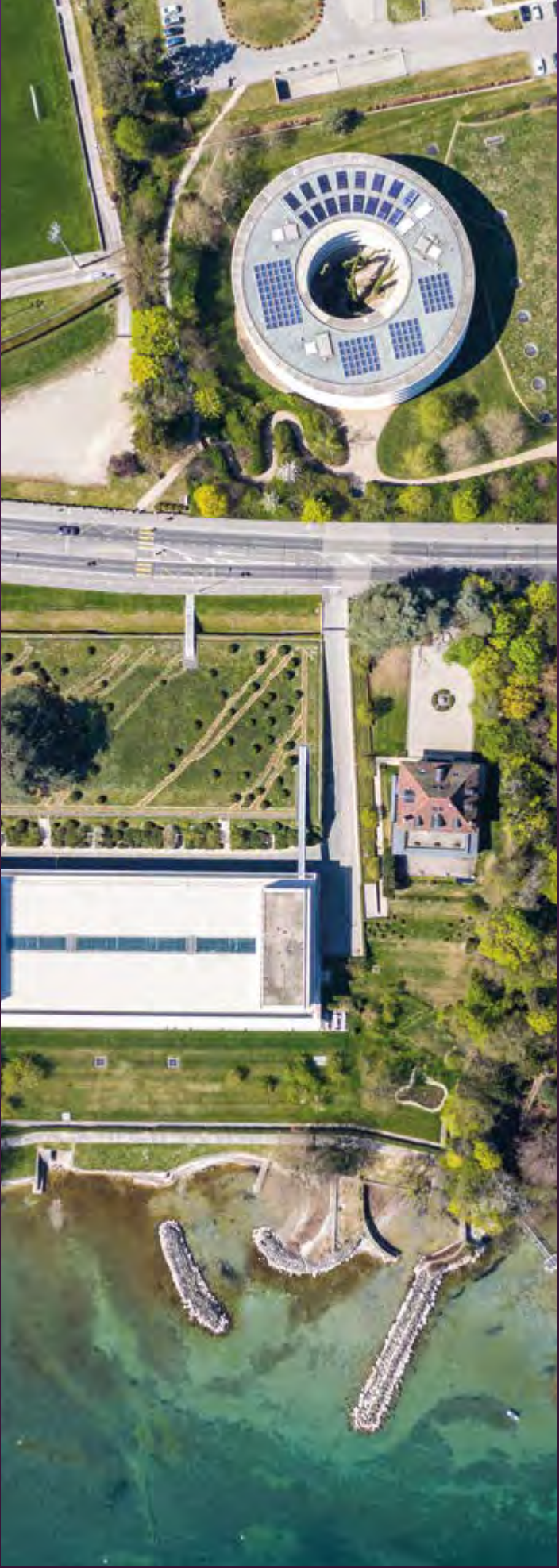
Today, Nyon boasts 74 official sports associations with a collective membership of 7,600, almost half of whom are younger than 20 years old.

In 2021, the foundation awarded between 3,000 and 30,000 Swiss francs to 11 projects. The grants help organisations to finance infrastructure development, purchase specialist equipment or nurture elite athletes.

The foundation is run by a council, comprising the mayor of Nyon, the municipal sports delegate and a UEFA representative – currently the services and management director.



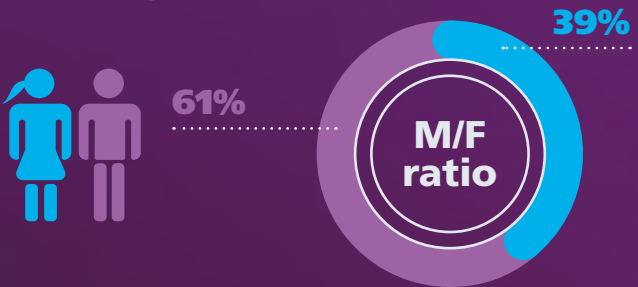
La Côte



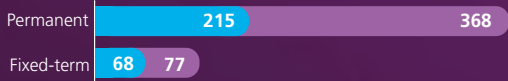
GENERAL STAFF INFORMATION

As at 30 June 2022

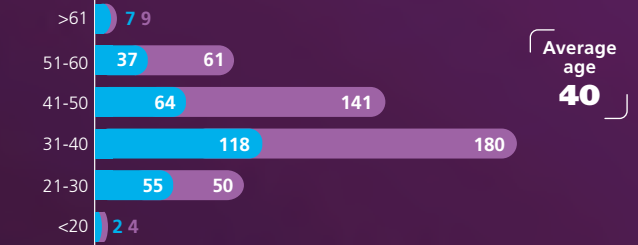
Women Men



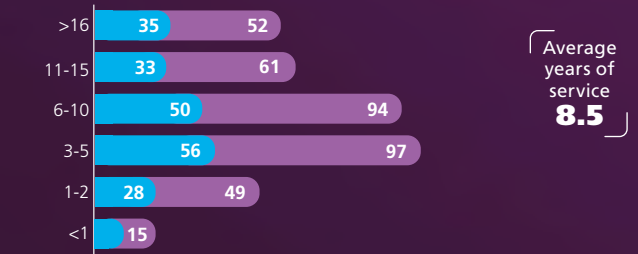
CONTRACTS



AGE



YEARS OF SERVICE (permanent contracts)



53 NATIONALITIES



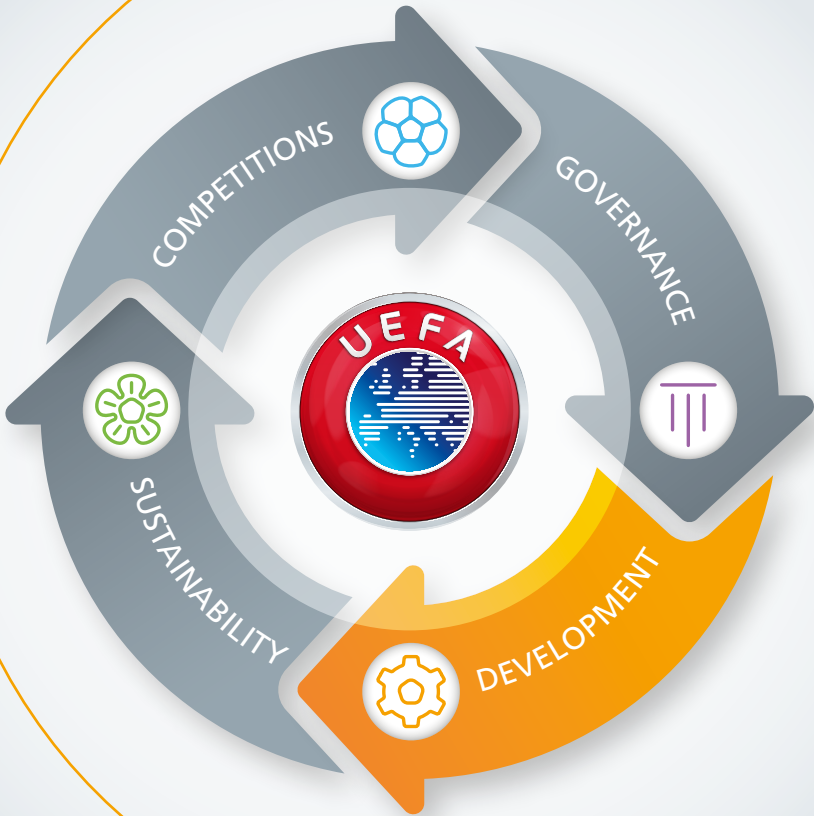


DEVELOPMENT

- 68** Introduction
- 70** Programme overview
- 72** Grassroots
- 73** Elite youth football
- 74** Women's football
- 78** Coaching
- 80** Refereeing
- 81** Anti-doping
- 82** HatTrick programme
- 84** National associations
- 85** UEFA Academy



DEVELOPMENT



UEFA redistributes revenue from its top competitions back into every level of the footballing pyramid.

For example, every four years, earnings from the men’s EURO fund one of global sport’s largest development initiatives – the UEFA HatTrick programme, which helps associations grow the game across the continent.

Almost everyone involved in playing, running or supporting European football benefits. UEFA development support builds new stadiums and facilities, grows women’s football, trains coaches and referees, strengthens governance, educates young talent, transitions ex-players into new careers and teaches specialist skills like scouting.



2021/22 highlights

Higher-value HatTrick

UEFA announces 21% increase in funding for its HatTrick development programme from 2024.

Half-Time for Action

Our five-year strategy for women’s football reaches its halfway stage.

Referee Convention

Lithuania’s Šarūnas Tamulynas explains why UEFA financial support is vital for smaller associations.

Grassroots football

Belgian grassroots club Ik Dien sets the bar high for the development of grassroots football in Europe.

Qualified scout

A UEFA Academy graduate explains the added value of signing up for a new football scout educational programme.



UEFA'S DEVELOPMENT PROGRAMMES: WHAT, WHEN AND HOW

UEFA draws on net earnings generated by its competitions to run five development programmes. Each offers specific types of support to European associations that together benefit the entire football pyramid.

HATTRICK

- Direct funding support
- Started in 2004

UEFA's HatTrick programme redistributes men's EURO net earnings to its member associations for investment in development and infrastructure projects as:

- lump sums available to each association every four years to invest according to strategic priorities;
- annual payments to help cover the associations' running costs, governance projects and national team travel expenses, and participation in UEFA youth, women's, futsal and amateur competitions;
- annual incentive payments, for which associations can apply to implement a range of UEFA development initiatives (e.g. anti-match-fixing, coaching, club licensing, elite youth player development, grassroots and women's football, good governance, refereeing and social responsibility).



Season highlights

- UEFA announces 21% increase in available funding for HatTrick's sixth cycle (2024–28), from €775.5m for HatTrick V to €935m. Each association will be entitled to €17m.
- UEFA's HatTrick Committee approves 33 applications for funding to support development projects.

SOLIDARITY PAYMENTS

- Direct funding support from UEFA club competitions
- Started: men's football in 1992/93 | women's football in 2021/22

Each season, UEFA allocates a percentage of income from its top club competitions for distribution among non-participating clubs.

- Men's Champions League, Europa League and Europa Conference League: for men's competitions, these payments are earmarked for investment in youth development programmes and/or local community schemes. In 2021/22, the amount available for solidarity payments was equivalent to 4% of the three competitions' cumulative gross revenue. For the 2021–24 period, UEFA will channel an additional 30% of the net surplus – up to a maximum of €35m – to non-participating clubs.
- Women's Champions League: for women's competitions, these payments are used for development only. From 2021/22, associations represented by at least one club are eligible for UEFA's solidarity funds to distribute equally among non-participating clubs.



Season highlights

- Associations represented in the Women's Champions League receive first-ever solidarity payments – equivalent to 23% of the total amount available through the competition's new financial distribution model (see page 36).
- Total solidarity payments available for clubs not taking part in UEFA men's competitions rise from €130m (2018–21) to €175m for 2021–24.

GROW

- Strategic development support
- Started in 2015

The Grow programme's on-demand strategic skills help member associations to align football development projects with both their own priorities and UEFA's strategic goals, ensuring a measurable return on investment.

Grow's support offers a range of business-critical expertise: identifying football development trends, exploring business opportunities, supporting strategic growth, assessing football's social impact and strengthening professional networks.



Season highlights

- Financial benchmarking reports produced for each association, assessing their performance and singling out areas for improvement. These build on UEFA's European National Association Benchmarking Report published in June 2021.
- Annual Grow awards: after receiving a record 150 nominations, UEFA recognises eight associations for outstanding achievements in: branding (Finland), COVID-19 community support (Italy), commercial partnerships (Romania), communications (the Netherlands), data analysis (Belgium), fan engagement (Portugal), organisational change (Republic of Ireland) and stakeholder support (Ukraine).

UEFA ACADEMY

- Personal development support
- UEFA has run education programmes since 2004

The UEFA Academy runs educational and research programmes to help managers, players and specialists develop careers in a range of football-related activities. Courses include administration, communications, leadership, finance, governance and law.

In 2021/22, 725 students representing 424 organisations from across the global football community – confederations, associations, leagues and clubs – graduated from 16 UEFA Academy courses.



Season highlights

- Innovation in Action, an educational programme, equips senior management in sports organisations with everything they need to drive innovative change.
- The UEFA for Players app is used by 1,477 elite players across Europe, delivering information on anti-doping, finances, image management, integrity, post-football careers and social fair play.

ASSIST

- Strategic development and direct funding support beyond Europe
- Started in 2017

UEFA's Assist programme shares the experience and know-how of European football with our five sister confederations – the AFC (Asia), CAF (Africa), CONCACAF (North and Central America), CONMEBOL (South America) and the OFC (New Zealand and South Pacific island nations), including their regional and member associations.

Support focuses on building capacity by sharing knowledge and funding education programmes; organising youth competitions; funding small-scale, high-impact infrastructure projects; and encouraging UEFA member associations to work with counterparts in other confederations on development projects.



Season highlights

- Assist supports 72 development projects in 76 countries worldwide.
- The league development programme helps seven African and three Caribbean associations to improve the organisation and structure of their leagues, as well as to professionalise clubs.
- Football for women empowers the role of women on and off the pitch in four Asian, two African and two South American associations.

SUPPORTING: Grassroots football
HatTrick

NURTURING ALL LEVELS OF THE GAME

UEFA seeks to simultaneously support and learn from the clubs that comprise the first layer of the European footballing pyramid.

UEFA is dedicated to ensuring that everybody, everywhere has the opportunity to play football in a safe and quality-controlled environment. In 2021/22, few European clubs embodied our vision more comprehensively than Belgium's FC Ik Dien, winner of our annual Best Amateur Club award.

Based in Edegem on the outskirts of Antwerp, Ik Dien is a thriving hub of community football that boasts nearly 700 members. Despite the disruption that COVID-19 brought to the grassroots game, Ik Dien has continued to offer playing opportunities to all – not just organising walking football programmes for veterans, but also boosting girls' football by participating in the UEFA Playmakers scheme and organising football festivals.

"It's Ik Dien, one team," says Sandra Aznar, one of the club's board members. "We have grown almost 15% over the last five years. Everybody is welcome,

regardless of age, gender, talent, skill, background or religion."

Community of best practice

Ik Dien and thousands of other clubs are central to UEFA's efforts to foster a European community of best practice and innovation for grassroots football, sharing lessons learned and information across the footballing pyramid. To facilitate collaboration, in 2021/22 we finalised a framework to guide national associations in shaping their own vision for the development of grassroots clubs; this would be unveiled at the UEFA Grassroots Conference in Madrid in September 2022.

By drawing on the real-life experiences of myriad grassroots communities, we also set new standards through our coaching certificates. During the 2021/22 season, our C diploma continued to offer an introduction to coaching for parents, teachers and volunteers keen to get involved in the game.

Belgian club FC Ik Dien was named Best Amateur Club in the 2021/22 UEFA Grassroots Awards.



Football in Schools

Together with amateur clubs, Europe's schools are also critical vehicles for driving more children to take up the game. From 2020 to 2024, we will distribute €11m in HatTrick funding for member associations to invest in our Football in Schools programme. To celebrate the programme's success in securing buy-in from all 55 associations, in September 2021 the Football Association of Moldova hosted a festival in Chişinău. Some 70 children tested their footballing skills against each other and a number of legends of the game: Zvonimir Boban, Luis Figo, Robbie Keane, Nadine Kessler and Maxwell, along with UEFA president Aleksander Čeferin.



SUPPORTING: Elite youth football
Assist | HatTrick

ADDING VALUE ON AND OFF THE PITCH

An Under-16 tournament held in Skopje, North Macedonia, encapsulates UEFA's aim to expose young players to international competition – and cultures.

Since 2012, UEFA Under-16 boys' and girls' development tournaments have been organised annually to give young national team players an opportunity to test their skills in a highly competitive, international environment.

Our elite youth players development programme coordinates these four-team competitions, subsidising organisational costs for the hosts – up to €56,000 in HatTrick funding – and even providing technical observers. Benefits can extend beyond the confines of Europe, with teams from other football confederations and associations sometimes invited to take part. Since 2019, the UEFA Assist programme has financed return flights, food and accommodation for up to 20 players and eight staff per visiting non-European team.

Unique chance

The opportunity to bring young talents from around the world together is a unique chance for emerging players to taste different footballing styles and, equally important, experience new cultures. Take the boys' Under-16 youth development tournament at the Football Federation of North Macedonia's technical centre in Skopje in May 2022, which saw the host nation welcome Honduras, Kosovo and Tajikistan.

Muhamed Elmas of North Macedonia's Under-16 team – a cousin of Napoli star Elif Elmas – recognises the value of these



North Macedonia's Under-16 team in action against Tajikistan.



€56,000
UEFA's budget
for the host
association

Assist funding
for up to **28**
players and staff
per non-UEFA
association

tournaments in preparing young European players for the next step in their nascent careers – the European Under-17 Championship qualifiers. "As young footballers, every experience is valuable, especially against players and teams that are not very close to us," he says. "In a football sense, every team has its own identity and way of playing. Sharing this experience can only benefit our team."

Life experience

In addition to furthering young footballers' technical and tactical education, Under-16 tournaments also deliver valuable life lessons. "It's a great chance for players and coaches to enhance their skills and knowledge, on and off the pitch," says José Ernesto Mejía, general secretary of the Honduras Football Association.

By bringing together such a diverse group of players, Skopje provided a rich experience for every participant. "Playing teams from Europe and Central America was something new and exciting for our young players. They encountered new cultures and developed new friendships," says Zaynidin Rakhimov, head coach of the Tajikistan Under-16 team.

"It was also a great opportunity for us to exchange with the other youth team coaches – something we don't get to do very often outside of Asia."

By involving teams from other continental associations, these tournaments are not only offering European national teams more diverse experiences; they are furthering football development in every corner of the globe.



UEFA WOMEN'S COMPETITIONS LEAVE DEVELOPMENT FOOTPRINT

From Under-19 and Under-17 level to the Women's Champions League, the season highlighted UEFA's commitment to fully leveraging its competitions to leave a lasting legacy in host countries.

The Women's EURO in England was far from the only example of the catalytic role that hosting UEFA competitions can play in driving long-term development of the women's game.

Staging the European Women's Under-19 Championship finals in Czechia presented an invaluable chance for the Football Association of the Czech Republic (FAČR) to accelerate progress toward its goal of registering 25,000 additional female players by 2024. In the immediate lead-up to the tournament, the FAČR and UEFA generated a surge in interest in women's football by offering tickets to clubs and schools and organising 'fun tournaments' in the four host cities that attracted 284 participants.

Twin-track approach

In the Moravia-Silesia region, the foundations for a lasting legacy were laid even earlier. From February 2022, the regional association drew on UEFA funds to pilot a project to change perceptions and increase participation rates among girls aged 8–13.

A twin-track approach focused on schools and local clubs. Over three months, coaches worked with 50 schools to help PE teachers introduce approximately 7,000 girls to football. The project also assisted 22 local clubs in recruiting and coaching young girls.

The regional football association also established the first-ever competition structure for girls in Moravia-Silesia at Under-11, Under-15 and Under-18 levels. Six new girls' teams confirmed their participation in three football leagues due to launch in 2022/23. "The Women's Under-19 EURO has helped us greatly with the development of football for girls in our region," said Radim Zajíc, grassroots manager of the regional association. "It has had great resonance and appealed to many new fans of girls' football."

The European Women's Under-17 Championship final tournament in Bosnia and Herzegovina provided more evidence of the power of our youth tournaments to add impetus to the growth of women's football. A girls' football in schools programme,

championed by the Bosnia and Herzegovina Football Federation and supported by UEFA, reached over 600 pupils in 30 schools across the tournament's host cities: Mostar, Sarajevo, Široki Brijeg and Zenica.

Magical Tournament

With the Women's Champions League final staged in Turin, the Italian Football Federation capitalised on the revamped competition's increased profile to run a successful legacy programme – financed by UEFA and conducted in close collaboration with the regional football committee of Piedmont and local authorities.

From March to May, local grassroots clubs for 8–12-year-old girls participated in The Magical Tournament. In addition, Ragazze in Gioco (Girls in Play) not only gave 10–15-year-olds the opportunity to play football, but also to reflect on their expectations of sport. The programme surpassed all expectations, reaching an estimated 3,500 girls across the region and delivering increases of 40% and 50% in the number of registered female players (aged 5–15) and coaches respectively.

Czechia's Women's Under-19 Championship legacy

7,000 schoolgirls introduced to football

22 local clubs assisting with girls' football recruitment and coaching

6 new girls' teams across three youth leagues

The Business Case for Women's Football

In May, UEFA released a groundbreaking report to member associations that underlines the huge potential for growth in the European women's game over the next decade. The report sets out 20 recommendations for leagues and clubs to professionalise the sport and maximise return on investment, as well as identifying a potential six-fold increase in commercial value over the next decade. Findings were based on extensive consultation with UEFA stakeholders, including 162 clubs, 11 commercial partners and more than 20,000 individuals. Associations, leagues and clubs can access data used to create the business case, either through customised reports or workshops.

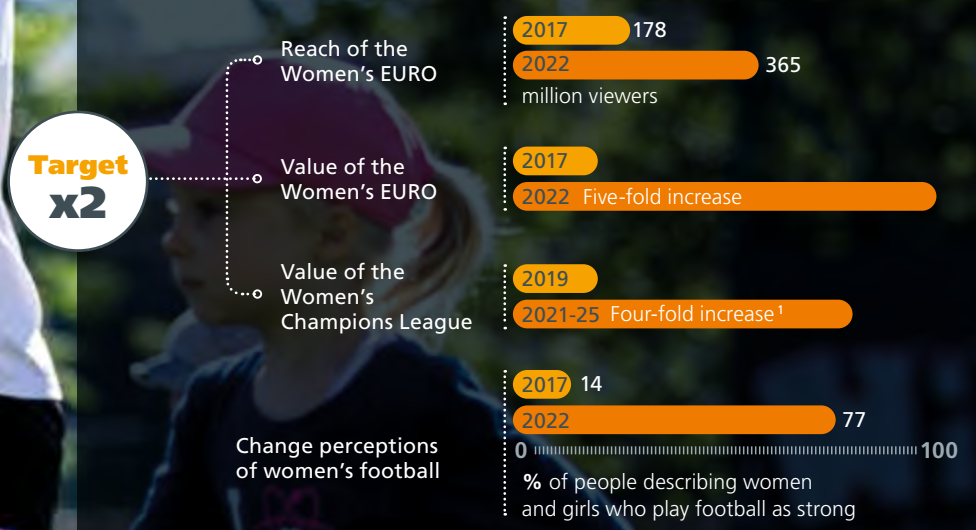


The joy of winning: Ada Hegerberg of Olympique Lyonnais at the Women's Champions League final in Turin.

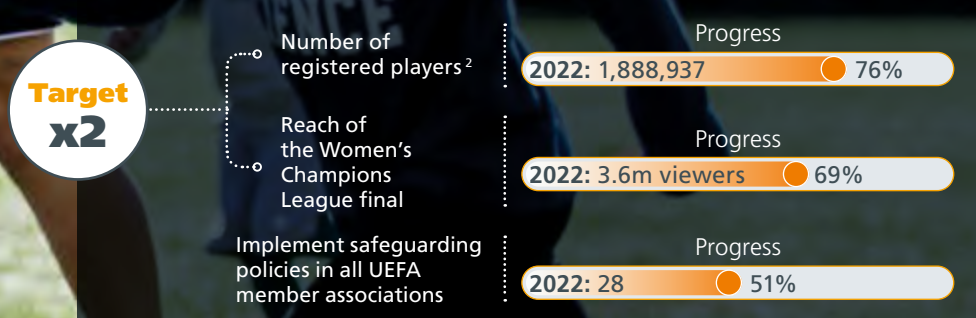
TIME FOR ACTION: HALF-TIME REPORT

As UEFA's first dedicated women's strategy (2019–24) reaches its halfway point, we take stock of progress against its ambitious goals.

Goals achieved



Goals on track



Game changers in 2021/22 season

UEFA strategic priorities	Projects driving progress
Drive participation	• Playmakers and Football in Schools projects
Develop the game	• Introduction of women's Under-15 development tournaments • Legacy programmes for all UEFA women's competitions • Women's football coaching competency framework • Medical working group on health of female footballers • Increase in female refereeing courses
Transform competitions	• Revamped Women's Champions League launched • Women's football criteria added to UEFA Club Licensing and Financial Sustainability Regulations • New system for women's national team competitions
Enhance governance structures	• Women's EURO 2022: Raise the Bar event for women's football stakeholders • Working group on gender equality
Increase visibility and commercial value	• The Business Case for Women's Football • Nearly all sponsor packages for 2021–25 commercial cycle sold

¹ Due to the centralisation of commercial and broadcast rights for the UEFA Women's Champions League from the start of the group stage in the 2021/22 season. Previously, the competition's rights were only centralised for the final.

² Cumulative total that includes players registered with UEFA member associations and participants in both the UEFA Football in Schools programme and the UEFA Playmakers programme.

Q&A

'It's about continuously improving, thinking long term, being better every day'

Nadine Kessler, UEFA's managing director of women's football, reflects on progress made and challenges to come.



If you were a football coach, what would be your verdict after the first half of Time for Action?

I think we can be very happy and proud of what we've achieved. But, I would still say let's not celebrate too early – like a football match, we're only halfway. It's also not just about achieving our goals. It's about continuously improving, thinking long term, being better every day.

UEFA has initiated a range of innovative projects to drive progress. Which initiatives stand out as real game changers?

Firstly, the record-breaking EURO 2022. The standards put in place were on a completely new level. We really tried to raise the bar, and it's been fantastic to see its legacy in England and beyond. It was a great atmosphere no matter where you went, and over half the audience was female, important for our key goals.

"We need to ensure our investment and programmes support every level of the pyramid. Without a base, there's no top – and vice versa."

Secondly, the revamp of the Women's Champions League – not only the format change but other elements, such as better conditions for players and the first-ever maternity provisions. We've also given the competition added visibility by centralising rights, generating revenue streams with which we support clubs around Europe. The solidarity scheme we've established also sends a strong signal about our wider responsibility within the game.

From a grassroots perspective, our Playmakers programme has been very successful. It's incredible to see how many girls have responded to a little bit of Disney magic.

While UEFA is on track to achieve most of its remaining strategic goals, significant disparities remain between European associations. How can we level the playing field?

Probably the biggest challenge is helping everyone to move forward together. Our members are very different, despite their proximity, with varying levels of development and cultural barriers. My answer is dedicated support, especially

for small- and medium-sized associations. Our new competition formats will help, but more specialised support is key – always with the mindset that we need to move forward together.

How does UEFA's use of elite competitions to drive development of women's football at all levels of the pyramid demonstrate the strengths of the European sports model?

Our responsibility is to ensure everyone has access to football, regardless of background, gender or anything else. We've been trying to do that through all our projects – grassroots and competition structures. We need to ensure our investment and programmes support every level of the pyramid. Without a base, there's no top – and vice versa. We are very conscious of this, and it will be a key priority in years to come.

What lessons from the first half of Time for Action will guide how UEFA approaches the next strategy?

The key lesson is that a strategic plan works because it creates a long-term mindset. This is so important, especially for an emerging sport like ours – for planning, commitment and visibility. Women's football is growing, growing, growing. That's also a challenge, but we're very happy with how it's going, and we are already thinking about post-2024. It's our first women's strategy, but it will not be our last.





RAISING THE BENCHMARK

Coach development is fundamental to UEFA's commitment to lifting standards across the game, with a programme offering more opportunities than ever for women to step into top jobs.

For the first time, the shortlist for the UEFA Women's Coach of the Year was comprised entirely of female coaches, while eventual winner Sarina Wiegman's success in the summer means the last seven Women's EUROs have been won by female coaches.

It's an encouraging trend, one that UEFA's Coach Development Programme for Women seeks to build on. It offers female coaches scholarships of up to €12,000 for UEFA coaching diploma courses, as well as training for female coach educators and technical support for women's coaching courses and workshops. During the 2021/22 season, 179 scholarships were awarded.

Republic of Ireland

There is growing evidence that UEFA's investment in attracting more women to embark on a coaching career is reaping rewards. In 2016, just ten female coaches possessed a UEFA licence in the Republic of Ireland; by 2021/22, the figure had reached 230. The Football Association of Ireland's (FAI) head of education, Niall O'Regan, puts it succinctly: "This has all been down to the financial support and scholarships provided by UEFA."

The addition of a female-only course to our portfolio of coaching programmes has proven critical. "Without the women-only course, I probably never would have had the confidence to apply for the UEFA B diploma at all," explains Clare Condon, grassroots regional development officer for the FAI. "When the opportunity arose to learn alongside my female peers, who I

knew I would feel comfortable around, this created the perfect learning environment and acted as the catalyst I needed to advance along the coaching pathway."

Coaching the coaches

Coach mentoring is a key part of the wider women's coaching programme. The scheme, which launched its second cycle in 2021, sees up-and-coming female coaches paired with experienced mentors. The mentor/mentee pairings for the 2021–23 cycle include former Finnish women's national team head coach Anna Signeul with Latvia women's Under-17 head coach Liene Vaciete, and Corinne Diacre – the head coach of France's women's team – with Maryna Lis, who takes charge of the Belarus women's Under-17 side.

Alongside the women's programme, UEFA offers €100,000 of HatTrick funding to each of its national associations signed up to the UEFA Coaching Convention. The support kick-starts a virtuous cycle, helping coaching educators run courses to raise standards in the men's and women's game in their own countries.

"Without the women-only course, I probably never would have had the confidence to apply for the UEFA B diploma at all."

Clare Condon

FAI grassroots regional development officer

Club licensing changes

To ensure elite football plays a complementary role in raising the benchmark for coaching, UEFA has adjusted its club licensing system. Introduced in 2004, it sets minimum regulatory standards (administrative, financial, legal, sporting, etc.) for teams that have qualified to participate in our competitions. Changes due to come into effect from 2023/24 oblige men's clubs to appoint goalkeeper coaches for both the senior and youth teams. Similarly, teams playing in the Women's Champions League will require both a qualified assistant coach and a goalkeeper coach.



UEFA coaching diploma scholarships awarded to women in the 2021/22 season

Pro	15
A	59
Youth A	9
B	76
Youth B	15
Goalkeeper B	5
Grassroots C	66

Sarina Wiegman, the first coach to win the Women's EURO with two different teams.

SUPPORTING: Referees
HatTrick

OFFICIAL OPPORTUNITIES

Šarūnas Tamulynas, head of refereeing at the Lithuania Football Federation, explains how HatTrick funding benefits match officials in his country. Each season, associations can apply to UEFA's Referee Convention Panel for up to €100,000 to help raise refereeing standards.



"UEFA's financial support for national associations has been really valuable for Lithuanian match officials. Our referees department budget last year was about half a million euros, so the €100,000 is a significant boost. For countries like Lithuania – we're a small country, fewer than 3 million people – this has a huge impact.

"Our opinion is that it is most important to provide education. We can now use the money that comes from our association for salaries and equipment and put UEFA's funding purely into the referee education process – seminars, courses, mentors. It has a huge impact on the quality of our development and our capacity to educate.

"This is of huge importance. Equipment comes and it goes. But education? Knowledge is not something that we throw away, it will stay with our referees forever. We always put UEFA Referee Convention money into education and development for our referees.

"The funding helps us create development plans for all our referees, and the guidance

from UEFA on criteria and how to develop referees is great. We also run a mentor programme, where our beginner referees work one on one with active officials.

"UEFA hosts Referee Convention workshops every three years, where we meet a lot of people from other national associations; everybody shares their experience, their best practice, and I've

already implemented some of it in our referee education process. It's a big opportunity for us.

"Between those workshops, we receive visits from members of the Convention Panel. We have direct access to these specialists and can contact them anytime. Getting a perspective from somebody with such huge experience is invaluable."

Green light for groundbreaking offside technology

In addition to providing financial support, UEFA leverages technology to assist referees. The 2021/22 season was no exception as we prepared for the introduction of semi-automated offside technology (SAOT). The system was tested at more than 180 UEFA competition matches – including in the men's Champions League and at the Women's EURO, where video assistant referees (VARs) were deployed for the first time.

For SAOT, ten cameras strategically positioned around stadiums triangulate 29 body points per player to generate real-time imagery for review by VARs. During the testing period, VARs had a chance to trial the system, review incidents and compare decisions. The technology will be introduced for the 2022/23 Champions League, improving the accuracy, consistency and speed of decisions, and enhancing the flow of the game for players and fans.

SUPPORTING: Doping control officers
HatTrick

EDUCATION KEY TO NEW ANTI-DOPING STRATEGY

New HatTrick funding available for the first time to national associations for anti-doping activities reinforced efforts to fulfil one of our core responsibilities: safeguarding the integrity of European football.

"It's so important that players' first interaction with anti-doping is a positive one." The words of Dr Zdravko Taralov, a UEFA doping control officer (DCO) working with the Bulgarian Football Union (BFU), perfectly illustrate the principles behind UEFA's new anti-doping education strategy.

Launched in August 2021, the strategy offers up to €10,000 of targeted HatTrick development funding to all 55 UEFA member associations to support anti-doping education activities.

Working with BUL-NADO, the Bulgarian national anti-doping organisation, Dr Taralov has been doing just that. "A few years ago, a survey among young Bulgarian footballers revealed that their level of anti-doping education wasn't very high," explains Dr Taralov. "This new funding was a great opportunity to increase that level of knowledge."

Forward thinking

Adjusting to the restrictions of the COVID-19 pandemic, the BFU drew on the support to run online webinar sessions for players and staff at training camps across the 2021/22 season, introducing them to anti-doping procedures.

"UEFA wants to educate players before their first doping control test, which is an approach I really believe in. As a DCO, it's far easier to take a sample from a player who has been educated in advance," says Dr Taralov. "If their first interaction with anti-doping is a test, there is a lot of pressure. But, if they've already been informed, the process is much smoother."

Responsible for conducting all UEFA doping controls, DCOs like Dr Taralov are a central

cog in the roll-out of our new anti-doping strategy. In June 2022, 57 officers from 28 countries attended a two-day seminar at UEFA's headquarters in Nyon, Switzerland – part of a comprehensive training programme for new and existing DCOs. This is key to ensuring a uniformly high standard of anti-doping procedure across Europe.

"I'm very grateful to UEFA. With this new funding we've managed to do more in one year than for many years previously," says Dr Taralov. "Not only has UEFA provided funding, but educational materials and resources as well."

In Bulgaria and beyond, the positive impact is already being felt. "Of course there have been some difficulties," adds Dr Taralov, "but we've seen that this way of education works, and we've seen a high level of interest among players."

2021/22 season: in numbers

€10,000 available to all **55** UEFA member associations under new anti-doping education strategy

53 associations received HatTrick funding

Doping control officers collected **2,938** urine and blood samples across **17** UEFA men's and women's competitions





IN DEPTH

STARTING BLOCKS FOR SUCCESS

We look at how UEFA HatTrick investment in football infrastructure projects has laid the foundations for three European associations to implement their long-term strategies.



Football
Association
of Finland

Project
Better facilities
for grassroots
and elite
footballers

Date
2004–present

Finnish foundations



Goal

Ensure as many Finnish footballers as possible have year-round access to the best possible playing and training facilities. In a country that experiences such severe winters, this has involved subsidising regions, municipalities and clubs to renovate or construct artificial pitches, indoor football halls, training centres and club stadiums.

Impact

Almost 20 years of consistent HatTrick support has helped the Football Association of Finland in its mission to transform the national footballing infrastructure – from the top to the bottom of the pyramid. At grassroots level alone, 81 all-weather artificial pitches have been opened in just five years, as well as 30 new indoor football halls and 100 new mini-pitches. HatTrick has also contributed to the construction of an arena at the national training centre in Eerikkilä and the renovation of more than 20 stadiums around the country.



Football
Association
of Wales

Project

National training
centre and
association
headquarters

Date

June 2019–present

Goal

Help the Football Association of Wales (FAW) upgrade a pitch and training area and begin the renovation of the existing building into a modern working environment for FAW staff, alongside a new bespoke player zone and a medical centre.

Impact

The revamped Hensol site complements existing FAW national development centres at Colliers Park in North Wales and Dragon Park in the south of the country – both partly financed with HatTrick funding. All support the association's long-term strategy of sustaining the success of Welsh football by providing state-of-the-art training facilities. These will attract and retain high-quality players, managers, coaches and specialists – each essential to the national teams' qualification for world and European championships.

New home for Welsh football



Country-wide transformation

Football
Federation
of Armenia

Project

Renovation of
club stadiums

Date

June 2021–June 2022



Goal

Improve national and club football infrastructure, in particular by funding the modernisation of club stadiums and the national teams' training base.

Impact

HatTrick funding has paid for the renovation of Abovyan's 3,100-seat City Stadium, inaugurated in June 2022, and underwritten the installation of a solar power system at the national technical centre and academy – leading to energy cost savings as well as an environmental benefit. As a passionate and fast-growing football nation, completion of the Abovyan stadium is just the start of the Football Federation of Armenia's wider plan to fulfil its potential for growth. Future projects include the construction of a new national stadium in the capital, Yerevan, and improvements to several other stadiums. New floodlights are also planned for the Gyumri City Stadium.

"Football is very important for us," said Nikol Pashinyan, the Armenian prime minister, at the inauguration of the Abovyan stadium. "It has economic, sports, socio-psychological and political significance."

SUPPORTING: National associations
Grow

PLAYING THE LONG GAME

UEFA's Grow programme is helping the Georgian Football Federation to maximise the long-term benefits of co-hosting the European Under-21 Championship finals in 2023.

For associations hosting a UEFA final tournament, capitalising on the opportunity to boost football's standing relies on a critical first step – setting out a vision for the sport's future.

Tamara Kapanadze, communications manager at the Georgian Football Federation (GFF), certainly regards approval of a new strategy in 2021 as a milestone on her nation's journey to co-hosting next season's European Under-21 Championship final tournament with Romania. "The biggest lesson was understanding that all projects, including the Under-21 finals, should align with our overall goal of giving more Georgians the opportunity to access and play football," she says.

Grow guidance
The GFF is one of numerous European associations to have benefitted from the step-by-step guidance UEFA's Grow programme offers associations developing a football strategy, usually kicking off with a workshop for staff.

"It's difficult to escape the demands of our daily jobs," says Kapanadze, the GFF's point of liaison with Grow. "The workshop helped us recognise the benefits of taking time to focus on the bigger picture."

Grow's expertise in strategy planning tools – SWOT analysis, image assessment and stakeholder mapping – provided solid foundations for a new strategy, while analysis evaluated Georgian football's return on investment by calculating its direct and indirect impact on the economy, health and society. The research also provided a basis for measuring progress.

The GFF has already used its strategy to determine how to invest government financial support for the Under-21 finals: 12 new stadiums will leave a lasting legacy for future generations of amateur and professional footballers.

'I am Georgia'
Recognising the chance to raise Georgian football's profile domestically, the GFF has launched a common brand and philosophy – 'I am Georgia' – for its national teams ahead of the finals. "From the smallest to the largest detail, everything we do services our strategy," observes Kapanadze.

The GFF has also successfully applied for HatTrick funding to underwrite the cost of new football education centres. "These will give more opportunities for children to play," says Kapanadze.

The GFF will continue to draw on the knowledge and assistance available through Grow. "For a small federation, it's important to feel UEFA's support," says Kapanadze. "Creating a strategy was the first step. To achieve our goals, we have to keep working together."



The Boris Paichadze Stadium in Tbilisi is one of the venues for the European Under-21 Championship finals in 2023.



SUPPORTING: Football scouts
UEFA Academy

ELEVATING THE GAME

Our Elite Scout Programme is just one example of how the UEFA Academy offers an increasingly diverse football community the opportunity to share knowledge and increase expertise.



UEFA Elite Scout Programme

WHO
Football scouts, coaches, ex-players

WHAT

- Three-month course in English run every two years
- Three seminars at UEFA and European clubs:
 1. The modern football scout
 2. New technologies
 3. Your environment
- Two online interactive masterclasses

HOW TO ENROL
For more information: uefaacademy.com

Launched in 2021, the UEFA Elite Scout Programme caters specifically for one of the most specialised and significant roles in football: scouting.

Gus Williams of the Football Association of Wales was one of the first 35 graduates of the three-month course in May 2022: "The programme clearly recognises the work that is going on in the industry,"

"Football evolves, but you want to be ahead of the evolution and the course enabled us to have an insight into the future of scouting."

Gus Williams
Elite Scout Programme graduate

explained Williams. "Football evolves, but you want to be ahead of the evolution and the course enabled us to have an insight into the future of scouting."

The interactive programme, featuring face-to-face seminars and online workshops, is tailored to the needs of current and future football scouts. The course emphasises the benefits of adopting a strategic approach to scouting in modern-day football. "It brought a holistic approach to learning," said Williams. "There were experts and guest speakers, study sessions and practical sessions that incorporated theoretical elements of the course."

Like all UEFA Academy courses, the programme offers specialists a unique opportunity to share and learn from myriad experiences and perspectives. "Every participant came from a different

background, a different environment," said Williams. "That was the biggest single indicator that we were going to come away from the course with enhanced knowledge and understanding."

The knowledge gained through the Elite Scout Programme will have a long-lasting impact on each graduate's local football community (national association, club, academy and beyond) – an example of the ripple effect of UEFA's development programmes. "It was an opportunity not only to develop your own personal skills, but also to bring back a wealth of knowledge and experience," said Williams. "I took what I learnt back to Wales and into the scouting team there."

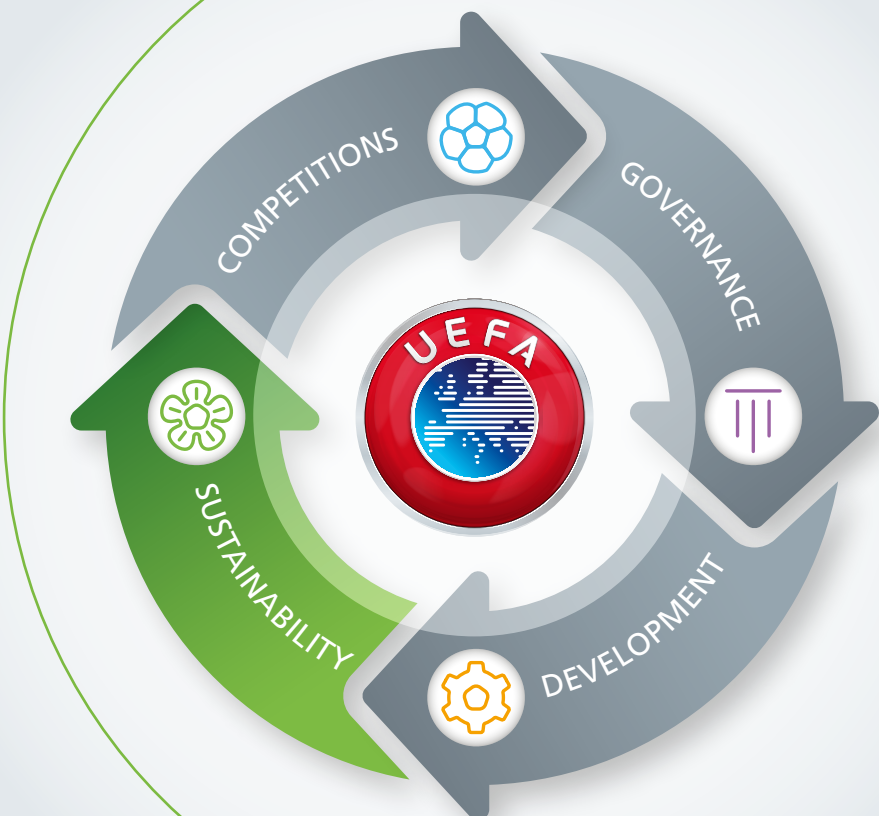


SUSTAINABILITY

- 88** Introduction
- 90** Football social responsibility
- 94** Support for Ukraine
- 96** UEFA Foundation for Children



SUSTAINABILITY



Football's popularity and reach bring an added responsibility – using our sport's influence as a force for good.

The UEFA strategy's Responsibility pillar underlines our commitment to making European football more accountable for tackling global issues – whether reinforcing human rights, reducing sport's environmental impact or helping vulnerable children through the UEFA Foundation for Children. In 2021/22, we introduced a football sustainability strategy – Strength through Unity.

Collaboration is the cornerstone of our mission – with both the football community and international organisations at the forefront of sustainable change.



2021/22 highlights

Football social responsibility

In the first year of our new sustainability strategy, UEFA makes measurable progress.

UEFA Foundation for Children

Sponsors and non-governmental organisations team up to give children moments to treasure at our club competition finals.

Solidarity with Ukraine

European football unites to assist people caught up in the humanitarian crisis.

STRENGTH

THROUGH

UNITY

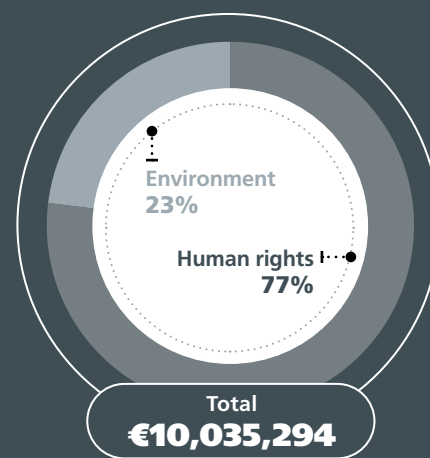
A SOLID GROUND FOR ACTION

Since unveiling its sustainability strategy in December 2021, UEFA has made concrete steps toward achieving several of its targets and establishing European football as a catalyst for positive change.

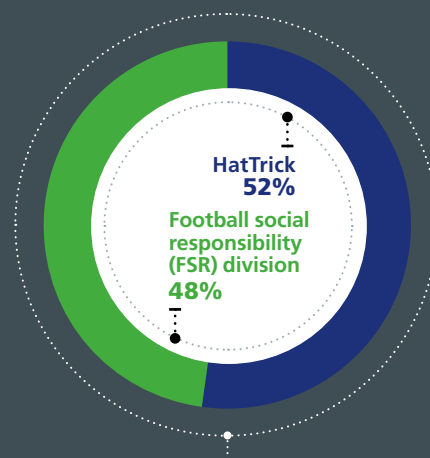
UEFA's sustainability strategy, Strength through Unity, unveiled in the last reporting period, measures progress against 11 human rights and environmental policies through a set of targets and key performance indicators.

Some targets are naturally long-term, for example in relation to climate change. In January 2022, we reaffirmed our support for the United Nations (UN) Race to Zero campaign to reduce greenhouse gas emissions across the decade. Other objectives have a medium-term timeline. By 2026, UEFA plans to drastically reduce the volume of waste sent to landfill sites from its competition finals. Over the same period, we will work with member associations and the UN Refugee Agency, UNHCR, to organise football tournaments for teams made up entirely of refugees.

UEFA investment in sustainability 2021/22

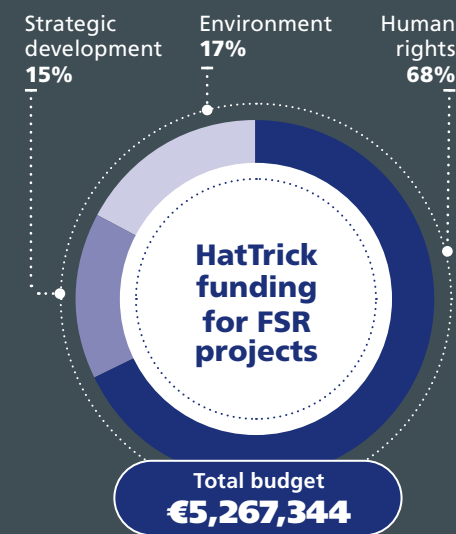


Total
€10,035,294



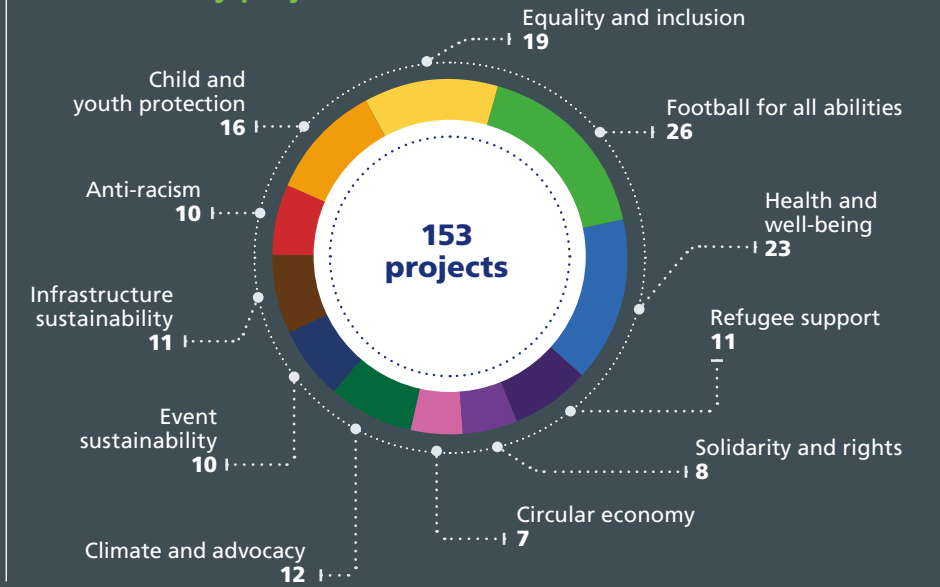
FSR division
€4,767,950

HatTrick
€5,267,344



Total budget
€5,267,344

Sustainability projects 2021/22



Several associations drew on HatTrick funds to create their own sustainability strategies and appoint full-time FSR managers – expanding the fast-growing community of professionals putting sustainability at the heart of European football's future.

In addition to direct funding, UEFA also provided in-kind support to its associations through regular knowledge-sharing and capacity-building sessions. This included several in-person meetings at the House of European Football in Nyon as well as online training throughout the season.



Read more online

The annual UEFA Respect Report for 2021/22 offers a comprehensive overview of progress towards our sustainability goals.

On target

In 2021/22, UEFA successfully met all of its short-term targets:

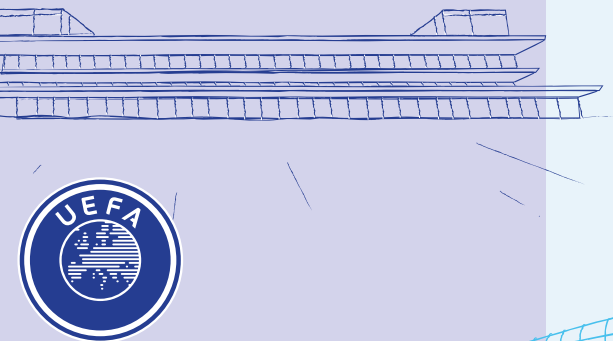
- **Child and youth protection officers:** by the end of the season, all UEFA associations had appointed and trained a focal point responsible for ensuring young people can play football in a safe and secure environment.
- **Equal salary:** UEFA became the first sports organisation to be awarded equal salary employer certification by the Equal Salary Foundation.
- **UEFA sustainable infrastructure guidelines,** launched in November, set the standard for the development of sustainable football venues and facilities across Europe.
- **ESG (environmental, social and governance) event management system** piloted at Women's EURO 2022.

Investing in the future

During the season, UEFA invested more than €10m in implementing projects related to its sustainability goals – either as HatTrick development funding for associations or through activities organised by its football social responsibility (FSR) division. While human rights initiatives accounted for much of this outlay, 17% of total HatTrick support for FSR projects helped protect the environment – a 14% increase compared with 2020/21.

UEFA SUSTAINABILITY STRATEGY: OUR PROGRESS

Key achievements during first year of implementation.



Internal organisation

- Human Rights and Environmental Commitment
- UEFA sustainability strategy 2030, Strength through Unity
- UEFA sustainability action plan



Carbon footprint tool



Equal salary certification awarded to UEFA



UEFA ESG (environmental, social and governance) event management system piloted at Women's EURO 2022



Integration of social and environmental sustainability criteria into UEFA's bidding and club licensing requirements



Events



Sustainability policies implemented across all UEFA events



Anti-discrimination observer scheme



Circular economy guidelines



Member associations



Football social responsibility (FSR) managers and child and youth protection officers appointed by all member associations



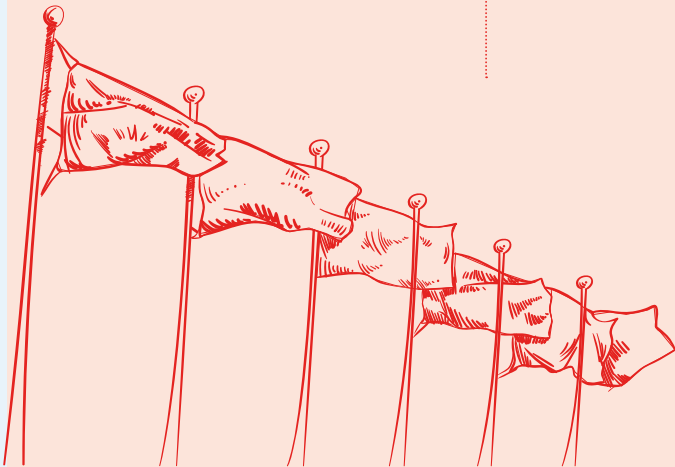
HatTrick development funding supported 84 sustainability projects



First UNITY EURO Cup for refugee teams organised in collaboration with the UN Refugee Agency, UNHCR



UEFA's working group on human and labour rights set up for 2022 FIFA World Cup



Respect programme tackling online abuse launched



Sustainable infrastructure guidelines published



Coaches for Health campaign mobilised football community to promote improved health and well-being



Football ecosystem



UEFA initiated closer collaboration with its commercial partners

UEFA became an inaugural member of the UN Football for the Goals initiative



Partners and society

UEFA signed up to the UN Race to Zero campaign



Cooperation agreements with the UN World Tourism Organization and the UN Economic Commission for Europe





FOOTBALL UNITES IN SOLIDARITY

From the outbreak of war in Ukraine, the football community united in solidarity – from raising funds for emergency relief and sheltering refugees to helping players continue their careers safely in other European clubs. We highlight some of the countless ways that associations, leagues and clubs helped people caught up in the humanitarian crisis.



FOOTBALLERS

- The Ukrainian men's national team was invited to use Slovenia's training centre to prepare for FIFA World Cup play-off matches.
- The French Football Federation funded a training camp for the Ukrainian women's futsal team at its Clairefontaine technical centre.
- The Turkish Football Federation hosted the Ukraine Under-21 team's European Championship qualifying matches, offering training facilities, staff and equipment.



REFUGEES

- Czech, Italian and San Marino associations all organised football camps for Ukrainian children.
- In Moldova, FC Zimbru and FC Sf. Georghe offered accommodation and food.
- Portuguese clubs supported their association's 'Each Club, a Family' initiative, finding shelter and employment for refugees.
- Spain's LaLiga delivered medicines to the Ukraine border and, in collaboration with the Ukrainian league, arranged temporary housing for refugees.



RELIEF FUNDS

- The UEFA Foundation for Children and the European Club Association (ECA) each donated €1m to assist the humanitarian operation.
- The German Football Association's Egidius Braun Foundation contributed more than €8m.
- LaLiga ran a national fundraising appeal, including a charity auction of footballing memorabilia.
- England's men's national team match against Côte d'Ivoire was dedicated to supporting the UK Disasters Emergency Committee's fundraising campaign.
- The Georgian Football Federation launched a public awareness campaign – For Football, For Life.



ADVOCATES

- A banner marked PEACE in English and Russian/Ukrainian was presented during team line-ups at matches organised by UEFA, displayed on stadium screens and broadcast on television.
- English Premier League and Football League clubs displayed Football Stands Together messages in stadiums.
- Teams in the Maltese league held up a Football Unites and Supports banner. Members of Malta's women's team assisted refugees in Romania.

The chance to play

When air raid sirens shattered Kyiv's early morning silence for the first time, Lluís Cortés was asleep in a hotel room. One day earlier, the Spanish coach had been celebrating his first success at the helm of Ukraine's national women's team. Now he found himself stranded on the front lines of a war.

After enduring a 43-hour car and train journey along roads packed with refugees, Cortés escaped to Spain. His experience proved a catalyst for a remarkable demonstration of footballing solidarity.

"I was thinking, 'Okay, I'm going home. I will have my house, my family, everything.' But these people, they will have nothing," recalls Cortés. After organising a delivery of humanitarian supplies, Cortés asked himself: "Who else in Ukraine am I best placed to help? Our players, of course."

Over the ensuing months, UEFA, the Ukrainian Association of Football (UAF), and neighbouring associations and clubs, together with Cortés, helped more than 50 members of Ukraine's national women's teams resume their careers elsewhere. UEFA paved the way by amending its regulations to allow clubs to sign two additional players previously registered with a UAF team. Most relocated to Czechia, Poland, Romania or Slovakia.

Among them were three members of the women's Under-19 team, each with their own story of lives turned upside down, journeys to a foreign club and the chance to fulfil football dreams.



Lesya Olkhova
18 years old, from Lviv

"I'm happy to be able to continue playing football. It's what brings me joy."

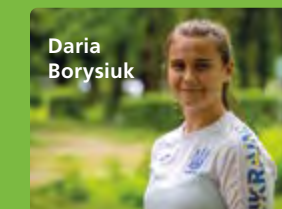
On 24 February, Lesya's mum called to say Ukraine was at war and she must leave her club and come home. At first, there was no time for football. Lesya was too busy collecting supplies to help frontline communities. Then, the Czech association arranged for Lesya to join first-division club Slovácko. She was joined by four of her Under-19 team-mates.



Dayana Semkiv
17 years old, from the Ivano-Frankivsk region

"I can see people who I've known, who are going through the same experience."

When war broke out, Dayana was preparing to travel to an away match. Within a few days, she had embarked on a far longer journey to join her parents in Poland. After training with WKS Śląsk Wrocław, she joined Under-19 team-mate Lesya at Slovácko in Czechia.



Daria Borysiuk
18 years old, from the Vinnytsia region

"Football is like a common language. It's helped me settle at Spartak."

After a month trying to stay fit, Daria accepted the chance to continue her career in Slovakia. Travelling to the border at Uzhhorod with her parents, she felt nervous, but soon settled into her new team, FC Spartak Trnava, after moving in with a local family.

HELPING YOUNG LIVES

The UEFA Foundation for Children supports projects to help young people, donating equipment and providing grants – especially to vulnerable communities or crisis-stricken regions.

Harnessing the power of UEFA's showpiece competitions to improve lives is integral to the work of the UEFA Foundation for Children.

The 2021/22 reporting period was no exception, kicking off with August's Super Cup in Belfast, which provided a high-profile platform to promote the Hope United campaign to fight all forms of online hate. Initiated by UK broadcaster BT Sport to encourage positive online behaviour, teenagers selected by the Irish Football Association and the Rio Ferdinand Foundation carried a banner on to the pitch bearing the message Unite Against Hate.

During the season, the foundation teamed up with competition sponsors and local

non-governmental organisations (NGOs) to give young boys and girls – often from vulnerable backgrounds – moments to treasure. During the Europa League, Europa Conference League and Women's Champions League campaigns, for example, countless children took the official ball on to the pitch with the referee at more than 40 UEFA matches – an initiative made possible by Just Eat Takeaway.com, official partner for these three club competitions.

For the Europa League and Europa Conference League finals, staged in Seville and Tirana respectively, sponsors Engelbert Strauss and Hankook invited local NGOs to select individual player and referee mascots:

Player mascots (22 per final)

- Sponsor: Engelbert Strauss
- NGO for Europa League final: Fundación Grandes Valores
- NGO for Europa Conference League final: Save the Children

Referee mascots (three per final)

- Sponsor: Hankook
- NGO for Europa League final: Fundación Alalá – uses sport and art to integrate boys and girls into society
- NGO for Europa Conference League final: Lorik Canal 5 Foundation – Albanian foundation promoting sports and culture

International NGO Playing for Change, which improves the lives of marginalised children in low-income countries, teamed up with Just Eat Takeaway.com to select

player and referee mascots for the Women's Champions League final in Turin. Similarly, at the men's Champions League final in Paris, Bibliothèques Sans Frontières (Libraries Without Borders) and Mastercard gave another 22 youngsters a unique chance to accompany their heroes on to the Stade de France pitch. FedEx joined with Sport dans la Ville to choose the referee mascots.

As well as delivering once-in-a-lifetime experiences for youngsters, the foundation leverages the visibility of UEFA's competitions – and the backing of high-profile figures such as Sevilla midfielder Ivan Rakitić, one of the foundation's ambassadors – to put its charity partners in the spotlight and help bring change to the lives of children suffering hardship.

2021/22 SEASON PROJECTS

AMERICAS

17 projects
18,731 beneficiaries

EUROPE

66 projects
357,197 beneficiaries

AFRICA

27 projects
130,485 beneficiaries

ASIA

17 projects
79,964 beneficiaries

OCEANIA

1 project
30,000 beneficiaries



Total ongoing projects

133 projects, including 5 sponsor projects
624,377 beneficiaries
16 stadiums built or renovated
390 children's dreams realised



Totals since the foundation was established

412 projects
112 prizes awarded by the foundation
131 countries
2.2 million beneficiaries
27,312 dreams realised
80 stadiums built or renovated
56.5 tonnes of equipment distributed

Support for Ukraine

Early in 2022, the foundation responded to Russia's invasion of Ukraine by setting up an emergency fund of €100,000 to help children and refugees. The funding was distributed to the Football Association of Moldova, which worked with local humanitarian organisations to deliver medicine and equipment to children's hospitals in Ukraine.

Additionally, the foundation's board of trustees dedicated the 2022 UEFA Foundation for Children Award, amounting to €1m, to assist conflict-affected children in Ukraine, as well as those seeking refuge in neighbouring countries. The money helped to finance initiatives by football associations in Moldova, Poland, Romania and Slovakia, together with the Cross Cultures Project Association, which is working with the Ukrainian Association of Football to help displaced children.



UEFA EXECUTIVE COMMITTEE

President



Aleksander Čeferin
FIFA vice-president
(Slovenia)

Vice-presidents



Karl-Erik Nilsson
First vice-president
(Sweden)



Sándor Csányi
FIFA vice-president
(Hungary)



Fernando Gomes
(Portugal)



Luis Rubiales
(Spain)



Zbigniew Boniek
(Poland)



David Gill
Treasurer
(England)



Members



Armand Duka
(Albania)



Alexander Dyukov
(Russia)



Gabriele Gravina
(Italy)



Florence Hardouin
(France)



Rainer Koch
(Germany)



Jesper Møller
Christensen
(Denmark)



Andrii Pavelko
(Ukraine)



Just Spee
(Netherlands)



Davor Šuker
(Croatia)



Servet Yardımcı
(Türkiye)



Nasser
Al-Khelaifi
(European Club
Association/ECA)



Karl-Heinz
Rummenigge
(European Club
Association/ECA)



Javier Tebas
(European Leagues/EL)

Members



David Martin
FIFA vice-president
(Northern Ireland)



Răzvan Burleanu
(Romania)



Evelina Christillin
(Italy)



Georgios Koumas
(Cyprus)



Noël Le Graët
(France)



Peter Peters
(Germany)

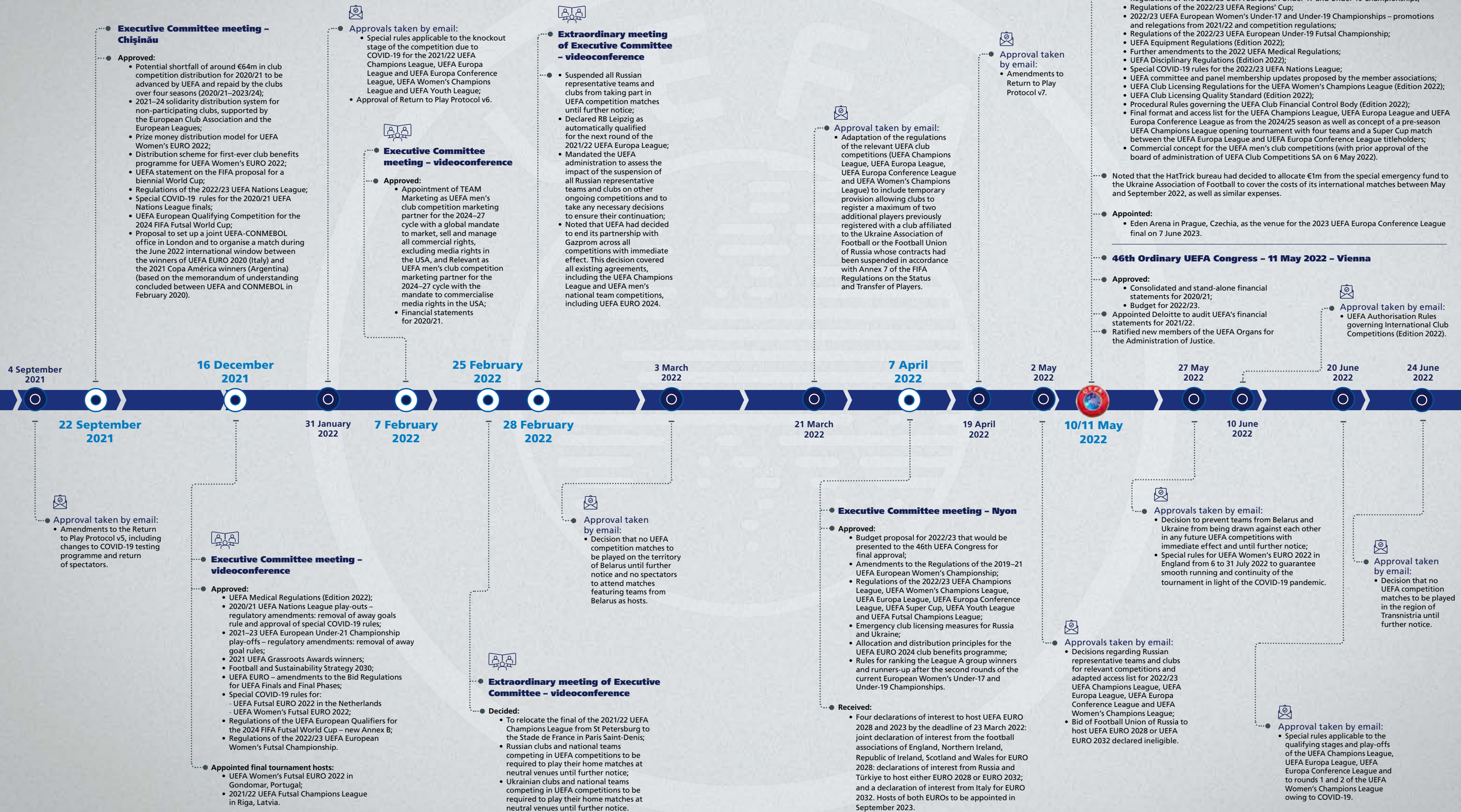


Dejan Savićević
(Montenegro)

FIFA Council – European members

FIFA Council – European members

KEY DECISIONS IN 2021/22 BY THE UEFA CONGRESS AND EXECUTIVE COMMITTEE



Professional Football Strategy Council (PFSC)

Chairman	Aleksander Čeferin
Representatives of the UEFA Executive Committee	Karl-Erik Nilsson (Sweden) Sándor Csányi (Hungary) Fernando Gomes (Portugal)
Appointed by the European Club Association (ECA)	Fernando Carro de Prada (Bayer 04 Leverkusen) Peter Lawwell (Celtic FC) Oleg Petrov (AS Monaco) Edwin van der Sar (AFC Ajax)
Appointed by the European Leagues (EL)	Javier Tebas (President) Sergey Pryadkin (Board member) Jacco Swart (Managing Director) Mathieu Moreuil (Board member)
Appointed by FIFPRO Division Europe	Jonas Baer-Hoffmann (General Secretary) Joaquim Evangelista (Board member) Mads Øland (Board member) Damiano Tommasi (Board member)
Observers	UEFA, ECA, EL and FIFPRO Division Europe may each appoint an observer to the PFSC, in addition to their representatives. The PFSC chairman may also invite a third party such as a representative from FIFA.

Governance and Compliance Committee

Chairman	Herbert Hübel (Austria)
1st vice-chairman	Marco Casagrande (Finland)
2nd vice-chairman	Charles Deguara (Malta – independent member)
Members	Kadir Kardaş (Türkiye) Alexandre Mestre (Portugal – independent member) José Juan Pintó Sala (Spain – independent member) Polina Yumasheva (Russia)
Meeting:	14 September 2021

Compensation Committee

Chairman	David Gill (England)
Members	Herbert Hübel (Austria) José Juan Pintó Sala (Spain – independent member)
Consultant	Stephan Hostettler (Switzerland – HCM International Ltd)
Meetings:	25 August 2021, 14 December 2021, 9 May 2022

National Associations Committee

Chairman	Servet Yardımcı (Türkiye)
Deputy chairman	Fernando Gomes (Portugal)
Deputy chairman	Davor Šuker (Croatia)
1st vice-chairman	Alexander Dyukov (Russia)
2nd vice-chairman	Hugo Quaderer (Liechtenstein)
3rd vice-chairman	Dominique Blanc (Switzerland)
4th vice-chairman	Moshe Zuares (Israel)
Members	Azamat Aitkhozhin (Kazakhstan) Jane Bateman (England) Dennis Beiso (Gibraltar) François Bigot (France) Pal Bjerketvedt (Norway) Tomislav Čizmić (Slovenia) Iakovos Filippousis (Greece) Petr Fousek (Czechia) Pegie Leys (Belgium) Noel Mooney (Wales) Jorge Mowinkel (Spain) Patrick Nelson (Northern Ireland) Armen Nikoghosyan (Armenia) Leonid Oleinicens (Moldova) Peter Palenčík (Slovakia) Muamed Sejdić (North Macedonia) Bjorn Vassallo (Malta) Radu Visan (Romania) Vico Zeljkovic (Bosnia and Herzegovina)
Co-opted member	Alan McRae (Scotland)

Meeting: 19 November 2021

Members who left this committee during the 2021/22 season: Peter Bossaert (Belgium), Alexandros Dedes (Greece), Magdalena Urbanska (Poland)

Finance Committee

Chairman	David Gill (England)
Members	Sándor Csányi (Hungary) Florence Hardouin (France) Ari Lahti (Finland)

Meetings: 15 December 2021, 17 January 2022, 9 March 2022, 5 April 2022, 10 May 2022

Referees Committee

Chairman	Roberto Rosetti (UEFA Chief Refereeing Officer)
Deputy chairman	Hugh Dallas (UEFA Refereeing Officer)
Members	Dagmar Damková (UEFA Refereeing Officer) Björn Kuipers (UEFA Refereeing Officer) Vladimir Sajn (UEFA Refereeing Officer) Carlos Velasco Carballo (Spain)

Meeting: 1 December 2021

Member who left this committee during the 2021/22 season: Marc Batta (UEFA Refereeing Officer)

National Team Competitions Committee

Chairman	Sándor Csányi (Hungary)
Deputy chairman	Gabriele Gravina (Italy)
1st vice-chairman	Sergey Pryadkin (Russia)
2nd vice-chairman	Tiago Craveiro (Portugal)
3rd vice-chairman	
4th vice-chairman	Paul Philipp (Luxembourg)
Members	Hamit Altıntop (Türkiye) Oliver Bierhoff (Germany) Peter Bossaert (Belgium) Robert Breiter (Switzerland) Mark Bullingham (England) Angelo Chetcuti (Malta) Gijs de Jong (Netherlands) Laurent Georges (France) Virgar Hvidbro (Faroe Islands) Alexander Iashvili (Georgia) Emil Kostadinov (Bulgaria) Marijan Kustić (Croatia) David McDowell (Slovenia) José Francisco Molina (Spain) Bernhard Neuhold (Austria) Rod Petrie (Scotland) Yossi Sharabi (Israel) Håkan Sjöstrand (Sweden) Terje Svendsen (Norway) Marco Tura (San Marino) Michal Valtr (Czechia)

Meeting: 18 November 2021

Members who left this committee during the 2021/22 season: Mehdi Bayat (Belgium), Gudni Bergsson (Iceland), Rotem Kamer (Israel), Maciej Sawicki (Poland)

Club Competitions Committee

Chairman	Fernando Gomes (Portugal)
Deputy chairman	David Gill (England)
Deputy chairman	Alexander Dyukov (Russia)
1st vice-chairman	Aki Riihilahti (HJK Helsinki)
2nd vice-chairman	Dariusz Mioduski (Legia Warszawa) UEFA Club Competitions SA Board of Administration
Members	Niclas Carlén (Malmö FF) José Maria Cruz (Sevilla FC) Aurelio De Laurentiis (SSC Napoli) Jacques-Henri Eyraud (Olympique de Marseille) Dan Friedkin (AS Roma) UEFA Club Competitions SA Board of Administration Vidar Halldórsson (FH Hafnarfjörður) Alexander Medvedev (FC Zenit St Petersburg) Stephan Reiter (FC Salzburg) Daniel Rommedahl (FC Copenhagen) Kuno Tehva (Nömmen Kalju FC) Vinai Venkatesham (Arsenal FC) UEFA Club Competitions SA Board of Administration Michael Verschueren (RSC Anderlecht) UEFA Club Competitions SA Board of Administration
Observers	Fernando Carro de Prada (Bayer 04 Leverkusen) Peter Fossen (Netherlands)

EL representative Claus Thomsen (Denmark)

Meetings: 26 August 2021, 25 March 2022, 10 May 2022, 28 May 2022

Youth and Amateur Football Committee

Chairman	Zbigniew Boniek (Poland)
Deputy chairman	Davor Šuker (Croatia)
Deputy chairman	Rainer Koch (Germany)
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)
Members	Uladzimir Bazanau (Belarus) José Couceiro (Portugal) Mustafa Erögüt (Türkiye) John Finnegan (Republic of Ireland) Jahangir Hasanazada (Azerbaijan) Oren Hasson (Israel) Richard Havrilla (Slovakia) Mike Jones (Wales) Marc Keller (France) Christian Kofoed (Denmark) Yordan Letchkov (Bulgaria) Rudolf Marxer (Liechtenstein) Otakar Mestek (Czechia) Ludovico Micallef (Malta) Jose Miguel Monje Carrillo (Spain) Vito Roberto Tisci (Italy)

Meeting: 2 November 2021

Members who left this committee during the 2021/22 season: Alessandro Giaquinto (San Marino), Salvador Gomar (Spain), Avi Halevi (Israel), Nikola Muziková (Czechia), Ronny Zimmermann (Germany)

Women’s Football Committee

Chairwoman	Anne Rei (Estonia)
Deputy chairwoman	Laura McAllister (Wales)
1st vice-chairwoman	Hannelore Ratzeburg (Germany)
2nd vice-chairman	Jasmin Baković (Bosnia and Herzegovina)
Members	Mette Bach Kjaer (Denmark) Judit Berkesi (Hungary) Yvonne Ekroth (Sweden) Sue Hough (England) Svitlana Hrynkevich (Belarus) Katrien Jans (Belgium) Monica Jorge (Portugal) Cheryl Lamont (Northern Ireland) Anne McKeown (Scotland) Jon Morland (Norway) Nina Patalon (Poland) Meta Römers (Netherlands) Gudrun Inga Sivertsen (Iceland) Jorge Vilda (Spain)
ECA representatives	Linda Wijkström (Elitfotbol Dam) Olivier Blanc (Olympique Lyonnais)
ECA observer	Claire Bloomfield
Meetings:	8 September 2021, 9 March 2022

Members who left this committee during the 2021/22 season: Frédérique Jossinet (France), Anette Karhu (Sweden)

Futsal and Beach Soccer Committee

Chairman	Aleksandr Alaev (Russia)
Deputy chairman	Pedro Dias (Portugal)
1st vice-chairman	Boris Durlen (Croatia)
2nd vice-chairman	Hans Schelling (Netherlands)
3rd vice-chairman	Philippe Lafrique (France)
Members	Tommy Andersson (Sweden) Gian Luca Angelini (San Marino) Luca Bergamini (Italy) Mustafa Caglar (Türkiye) Avi Halevi (Israel) Philippe Hertig (Switzerland) Yerlan Jamantayev (Kazakhstan) Emils Latkovskis (Latvia) Pablo Lozano (Spain) Bojan Pavičević (Serbia) Daniel Petcu (Romania) Sergejus Slyva (Lithuania) Sergii Vladenko (Ukraine) Ronny Zimmermann (Germany)

Members who left this committee during the 2021/22 season: Petr Fousek (Czechia), Pedro Rocha Junco (Spain)

HatTrick Committee

Chairman	Karl-Erik Nilsson (Sweden)
Deputy chairman	Armand Duka (Albania)
Deputy chairman	Leo Windtner (Austria)
1st vice-chairman	Georgios Koumas (Cyprus)
2nd vice-chairman	Tomas Danilevičius (Lithuania)
3rd vice-chairman	Michail Kassabov (Bulgaria)
Members	Agim Ademi (Kosovo) Tom Borgions (Belgium) Niccolò Donna (Italy) Peter Frymuth (Germany) Sylvain Grimault (France) Neil Jardine (Northern Ireland) Kaarlo Kankkunen (Finland) Alkın Kalkavan (Türkiye) Vadym Kostyuchenko (Ukraine) Mirosław Malinowski (Poland) Gerry McAnaney (Republic of Ireland) Armen Melikbekyan (Armenia) Maxim Mitrofanov (Russia) Alfredo Olivares (Spain) Filip Popovski (North Macedonia) Teresa Romão (Portugal) Ane Guro Skaare-Rekdal (Norway) Jovan Surbatović (Serbia) Amirzhan Tussupbekov (Kazakhstan) Márton Vági (Hungary) Yury Verheichyk (Belarus) Kurt Zuppinger (Switzerland)

Meetings: 30 September 2021, 8 March 2022

Member who left this committee during the 2021/22 season: Mette Christiansen (Norway)

Development and Technical Assistance Committee

Chairman	Luis Rubiales (Spain)
Deputy chairman	Zbigniew Boniek (Poland)
1st vice-chairman	Les Reed (England)
2nd vice-chairman	Hannu Tihinen (Finland)
3rd vice-chairman	Per Widén (Sweden)
Members	Mehmed Baždarević (Bosnia and Herzegovina) Karol Belanik (Slovakia) Kakha Chumburidze (Georgia) Bent Clausen (Denmark) Nemanja Filipović (Serbia) Ion Geolga (Romania) Dzmitry Kasenak (Belarus) Lise Klaveness (Norway) Petar Krpan (Croatia) Andrius Skerla (Lithuania) Andrey Vlasov (Russia) Friðin Ziskason (Faroe Islands)

Meeting: 23 November 2021

Members who left this committee during the 2021/22 season: Dušan Bajević (Bosnia and Herzegovina), Mario Gjucinovski[†] (North Macedonia)

Licensing Committee

Chairman	Gabriele Gravina (Italy)
Deputy chairman	Just Spee (Netherlands)
Deputy chairman	Peter Peters (Germany)
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) Laura Dougan (Scotland) Aitor Elizegi (Spain) Ludvik Georgsson (Iceland) Tamás Gudra (Hungary) Hilmi Sinan Güreli (Türkiye) Paulo Lourenço (Portugal) Siniša Mitrović (Slovenia) Nick Nicolaou (Cyprus) Alex O'Connell (Republic of Ireland) Arne Larsen Økland (Norway) Nenad Santrač (Serbia) Heinrich Schifferle (Switzerland) Nils Van Brantegem (Belgium) Milan Vojtek (Slovakia) Łukasz Wachowski (Poland)

EL representative Marc Lenz (Germany)

Meetings: 17 November 2021, 18 March 2022

Members who left this committee during the 2021/22 season: Mieke De Clercq (Belgium), Michael van Praag (Netherlands)

Stadium and Security Committee

Chairman	Michael van Praag (Netherlands)
Deputy chairman	Servet Yardımcı (Türkiye)
Deputy chairman	Armand Duka (Albania)
1st vice-chairman	Phivos Vakis (Cyprus)
2nd vice-chairman	Martin Kozelj (Slovenia)
3rd vice-chairman	Stephen Williams (Wales)
Members	Bert Andersson (Sweden) Claus Christensen (Denmark) Paul Cooke (Republic of Ireland) Peter Dedik (Slovakia) Volodymyr Geninson (Ukraine) Cécile Grandsimon (France) Hendrik Grosse Lefert (Germany) Adrian Ixari (Moldova) Siniša Kostrešević (Bosnia and Herzegovina) Dimosthenis Koupsidis (Greece) Girts Krastiņš (Latvia) Charles Robba (Gibraltar)

Meetings: 18 November 2021, 8 April 2022

Members who left this committee during the 2021/22 season: Elvedin Begić (Bosnia and Herzegovina), Laskarakis Pericles (Greece), Giovanni Spitaleri (Italy)

Medical Committee

Chairman	Tim Meyer (Germany)
Deputy chairman	Zoran Bahtijarević (Croatia)
Deputy chairwoman	Charlotte Cowie (England)
1st vice-chairwoman	Helena Herrero (Spain)
2nd vice-chairman	John MacLean (Scotland)
Members	Petros Agathangelou (Cyprus) Eduard Bezuglov (Russia) Bisser Bochev (Bulgaria) Mete Düren (Türkiye) Andrea Ferretti (Italy) Magnus Forssblad (Sweden) Georgios Godolias (Greece) Simone Grana (San Marino) Juan Carlos Miralles (Andorra) Marko Noc (Slovenia) Emmanuel Orhant (France) Zsolt Szélid (Hungary) Elke Van den Steen (Belgium)

Meeting: 3 November 2021

Players’ Status, Transfer and Agents and Match Agents Committee

Chairman	Andrii Pavelko (Ukraine)
Deputy chairman	Jesper Møller Christensen (Denmark)
Deputy chairman	Rainer Koch (Germany)
1st vice-chairman	Marco Casagrande (Finland)
2nd vice-chairman	Andreu Camps i Povill (Spain)
3rd vice-chairman	Sofoklis Pilavios (Greece)

Members	Siarhei Ilyich (Belarus) Marc Juillerat (Switzerland) Stefano La Porta (Italy) David Newton (England) Antoine Nokerman (Belgium) Agnieszka Olesińska (Poland) Matthew Paris (Malta) Lukas Pitek (Slovakia) Igor Popov (Moldova) Denis Rogachev (Russia) Jean-Jacques Schonckert (Luxembourg) Stoyan Sirakov (Bulgaria) Tomislav Svetina (Croatia) Eva Straatsma (Netherlands) Tibor Vámos (Hungary)
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ECA representative Jesus Arroyo (Sevilla FC)

EL representative Ansgar Schwenken (Germany)

Meeting: 19 November 2021

Members who left this committee during the 2021/22 season: Róbert Barczy (Hungary), Pegie Leys (Belgium)

Legal Committee

Chairman	Christian Andreassen (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) Mark Boetekees (Netherlands) Emilie Doms (France) Vladimir Gasevski (North Macedonia) Tomas Gonzalez Cueto (Spain) Artan Hajdari (Albania) Vladimir Iveta (Croatia) Krzysztof Malinowski (Poland) Krister Malmsten (Sweden) Michalis Moushountas (Cyprus) Michael Mulraney (Scotland) Borislav Popov (Bulgaria) Martin Procházka (Czechia) Danill Savitski (Estonia) Eroll Salihu (Kosovo) Bernhard Schwarz (Austria) Adrian Stangaci (Romania) Saša Zagorc (Slovenia) Gunay Zamanli (Azerbaijan)
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EL representative Claudius Schäfer (Switzerland)

Meeting: 26 November 2021

Member who left this committee during 2021/22 season: Shabnam Taghiyeva (Azerbaijan)

Marketing Advisory Committee

Chairwoman	Florence Hardouin (France)
Deputy chairman	Luis Rubiales (Spain)
1st vice-chairman	Kadir Kardeş (Türkiye)
2nd vice-chairman	Marco Brunelli (Italy)
3rd vice-chairman	Vadims Lašenko (Latvia)

Members	Olzhas Abayev (Kazakhstan) Nicole Bekkers (Netherlands) Holger Blask (Germany) Ian Davis (Wales) Katerina Gkonta (Cyprus) Annika Gralls (Sweden) Manu Leroy (Belgium) Nuno Moura (Portugal) Aleksandra Pejkovska (North Macedonia) Andrey Petrov (Bulgaria) Chris Rawlings (Scotland) Ursula Scully (Republic of Ireland) Borghildur Sigurdardottir (Iceland) Johann Šišolák (Slovakia) Denis Solovov (Russia)
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Meeting: 7 April 2022

Members who left this committee during the 2021/22 season: Mark Bullingham (England), Agnieszka Prachniak (Poland)

Media Committee

Chairman	Răzvan Burleanu (Romania)
Deputy chairman	Jesper Møller Christensen (Denmark)
Deputy chairman	Just Spee (Netherlands)
1st vice-chairman	Nicolai Cebotari (Moldova)
2nd vice-chairman	Momir Djurdjevac (Montenegro)
3rd vice-chairman	Edgaras Stankevičius (Lithuania)

Members	Janusz Basalaj (Poland) Matej Damjanović (Bosnia and Herzegovina) Márton Dinnyés (Hungary) Louisa Fyans (England) Otar Giorgadze (Georgia) Julie-Ann Gross (France) John McDermott (England) Georgi Matevosyan (Armenia) Tomaž Ranc (Slovenia) Stilian Shishkov (Bulgaria) Alexandros Spyropoulos (Greece)
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ECA representative Jiří Vrba (SK Slavia Praha)

Meeting: 15 February 2022

Fair Play and Social Responsibility Committee

Chairman	
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 Pukinskis (Latvia)

Members	Jacinto Alonso (Spain) Francisca Araújo (Portugal) Milovan Djukanovic (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 and Herzegovina) Peter Tornbo (Denmark) Johan van Geijn (Netherlands)
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EL representative Marcin Animucki (Poland)

Meeting: 14 March 2022

Members who left this committee during the 2021/22 season: Elkhan Mammadov (Azerbaijan), José Miguel Monje Carrillo (Spain), Konstantinos Vrakas (Greece)

Football Committee

Chairman	Levan Kobiasvili (Georgia)
Deputy chairman	Borislav Mihaylov (Bulgaria)
1st vice-chairman	Pavel Cebanu (Moldova)
2nd vice-chairman	Dejan Savičević (Montenegro)
3rd vice-chairman	Luís Figo (Portugal)
4th vice-chairman	Demetrio Albertini (Italy)
Members	Panagiotis Chatzalexious (Germany) Rıdvan Dilmel (Türkiye) Hrachya Ghambaryan (Armenia) Salvador Gomar (Spain) Peter Jehle (Liechtenstein) Stefan Majewski (Poland) Katri Mattsson (Finland) John McDermott (England) Zvezdan Misimović (Bosnia and Herzegovina) Oleh Protasov (Ukraine) Anja Rein (Faroe Islands) Iliir Shulku (Albania) Libor Sionko (Czechia) Mihai Stoichita (Romania) Theodoros Zagorakis (Greece)

EL representative Pedro Proença (Portugal)

Special advisor Roberto Rosetti (UEFA Chief Refereeing Officer)

Members who left this committee during 2021/22 season: José Francisco Molina (Spain), Marko Pantelić (Serbia), Emir Spahic (Bosnia and Herzegovina)



Albania



Belarus



Cyprus



Faroe Islands



Gibraltar



Italy



Lithuania



Netherlands



Portugal



Scotland



Sweden



Andorra



Belgium



Czechia



Finland



Greece



Kazakhstan



Luxembourg



North Macedonia



Republic of Ireland



Serbia



Switzerland



Armenia



Bosnia & Herzegovina



Denmark



France



Hungary



Kosovo



Malta



Northern Ireland



Romania



Slovakia



Türkiye



Austria



Bulgaria



England



Georgia



Iceland



Latvia



Moldova



Norway



Russia



Slovenia



Ukraine



Azerbaijan



Croatia



Estonia



Germany



Israel



Liechtenstein



Montenegro



Poland



San Marino



Spain



Wales





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**GER** **0**

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