



UNITED FOR SUCCESS

STRENGTHENING

INSPIRING



UEFA Strategic Vision 2024-2030

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FOREWORD



As we formulated the UEFA strategy in 2019, little could we anticipate the unprecedented challenges that would unfold in the subsequent years. However, the trials posed by the pandemic and other adversities we collectively faced precisely underlined the importance of a well-defined strategy. They revealed how a clear strategic framework can serve as a guiding map, steering us through uncharted territory and indicating the path forward.

In the face of disruptions both on and off the playing field, as well as significant technological changes and challenging socio-economic factors, UEFA has succeeded in its primary goal - sustaining the growth of football. This resilient effort has upheld our game's status as Europe's most played, watched, and beloved sport. Notably, we've witnessed remarkable progress in both elite and grassroots women's football, implemented reforms in men's competitions, and undertaken initiatives to enhance the environmental sustainability of our tournaments.

In shaping our strategy for 2030, UEFA once again pondered on what it aspires to become, what vision we hold for European football, and the kind of society we aim to contribute to. The outcome of this reflection is a clear vision of flourishing the game throughout Europe, reaching and inspiring people of all generations and embedding positive values in the cornerstones of society.

We aim to uphold the best football competitions and the most inclusive football environment in the world while striving for public well-being. Through this strategy, we seek to unite communities, drive, and inspire progress, instil confidence in sporting institutions, advocate for diverse representation, and captivate billions globally.

UEFA's "United For Success" strategy is grounded in five core pillars:

- Ensuring football accessibility for all,
- Demonstrating leadership and collaboration,
- Nurturing competitiveness,
- Promoting growth while preserving solidarity,
- Embracing sustainability across all our endeavours.

Fuelled by the unwavering support of the entire football family, UEFA is poised to bring this strategy to life. Our mission is to amplify football's presence in every European community while safeguarding the vital connection between elite competitions and grassroots.



How are we going to achieve this?

First and foremost, we must live true to our values of respect, equality, excellence, fairness, unity, openness, and integrity.

Secondly, by channelling our energy, ambition, and expertise towards our strategic priorities, such as remaining at the heart of society, ensuring equal opportunities across all levels, fortifying the game's foundations and maintaining the immensely successful football ecosystem, striving for the highest governance standards through collaborative efforts, organising world-class competitions, optimising the potential of women's football, and fostering a culture of social and environmental sustainability.

Football is the number one sport in Europe, and our competitions are loved and followed by hundreds of millions of fans. Therefore, beyond unlocking football's potential, this strategy aims to leverage this popularity to enhance and enrich the sport's significance all across the continent. We are mindful that this widespread popularity also carries an immense responsibility. And by collaborating with National Associations, clubs, leagues, players, coaches, officials, and fans, we aspire to deploy football as a catalyst for positive societal change.

While the future remains uncertain, the implementation of the UEFA Strategy 2024-2030 provides us with a sense of assurance. With this strategic framework in place, we can confidently anticipate positive advancements for UEFA, European football and society by 2030.

Aleksander Čeferin
UEFA President

INTRODUCTION

CONTEXT

The launch of UEFA's new 2024-2030 strategy comes at a critical time for the game. In a constantly shifting landscape, United For Success, provides a clear direction and roadmap to guide both our organisation and the wider European football community.

Over the past five years, UEFA's 2019-2024 strategy, Together for the Future of Football, has demonstrated the importance of having a clear, strategic framework in place – both to shape the future of the European game and to adapt to socio-economic changes, advances in technology and significant disruption on- and off-the-pitch. Focusing on a set of common goals has also highlighted the added value of cooperation and collaboration.

Today, as we strive for the very best that football can offer, there is still much to do. UEFA must continue to protect the fundamental values of the European sports model, ensuring football remains accessible to everyone and reflects values shared by all its supporters. We want to reinforce faith in sporting organisations through open and transparent decision-making, expanding stakeholder relations and increasing the diversity of representative bodies. We must also ensure that football delivers on its potential to drive positive change in society and bring local communities closer together. Aligned with this, we will also continue to organise the very best sporting events that inspire billions of people around the world.

United For Success, UEFA's strategy for the 2024-2030 period, sets out the vision, values and objectives that will drive our mission for the next six years. Created in close consultation with National Associations and with the involvement of key stakeholder groups, it recognises the importance of creating a supportive working environment for UEFA's administrative staff and inspiring everyone across Europe's wider football family.



WHAT HAS BEEN THE IMPACT OF UEFA'S PREVIOUS STRATEGY?

UEFA's progress against each of its five 2019-24 strategic priorities has helped to maintain football's continued status as Europe's number one sport:

Under UEFA's leadership, European women's football has gone from strength to strength. Stand-out achievements included a record-breaking UEFA Women's EURO in 2022, the reform of our club competitions to raise visibility and levels of competitiveness, the introduction of club licensing, and pioneering development programmes driving participation and professionalism across the game.

The development of strategic plans and funding programmes served as testimony to how UEFA and our National Associations applied good governance principles across the European game. Compared to 2019, stakeholders are better represented on UEFA committees and working groups. We have also taken significant steps to reinforce the game's integrity.

The reform of UEFA's men's and women's competitions have provided more opportunities to more teams and players. In parallel, financial regulatory frameworks and improved solidarity mechanisms, by which revenue is reinvested into development, has helped to preserve competitiveness in European football. Club licensing and financial sustainability regulations have evolved, encouraging rational investment to protect the game and build a more sustainable future.

UEFA has delivered the very best in personalised content for fans who follow our competitions. In turn, this has ensured that we can continue to offer a best-in-class platform to all commercial partners, generating more revenue to reinvest back into the game.

UEFA added a fifth Responsibility pillar to its strategy, recognising football's potential for supporting positive social and environmental change. We have taken steps to transform our tournaments and promote the long-term benefits of the game for health and well-being.



PURPOSE

As we continue to strive for the very best in everything football can offer, we acknowledge there is more progress to be made. We aim to lead a sport which can bring communities together, be a real force for societal progress, restore faith in sporting organisations, have diversity in representation and entertain billions of people across the world.

This document describes the foundations for the work carried out by the organisation in order to reach its objectives. It lays out UEFA's core vision and guiding values and builds upon them with commitments and goals to be achieved by 2030. The vision and values of the organisation set the building blocks and principles which underpin UEFA and everything we do. They place a strong emphasis on creating a supportive and enriching environment for UEFA's staff, while also providing inspiration and a guide not only to National Associations but to the entire European football family. United For Success aligns with strategic plans already in place across the UEFA administration, and those in development, such as the UEFA Women's Football Strategy and UEFA's Football Sustainability Strategy. The objectives and goals laid out in these plans, and others, will contribute to the ambitions laid out in this document.

STRUCTURE

United For Success is based on the same five pillars as our previous strategy. These form the basis for the UEFA administration's work, ensuring we can adapt to unexpected opportunities and challenges over the next six years.

To achieve our new 2030 mission, we have identified seven cross-cutting strategic priorities, each of which supports one or more of the five pillars. UEFA policies introduced since 2019 will remain in place. All related activities, programmes and actions will be implemented in cooperation with our National Associations and stakeholders. An overarching vision will drive UEFA's 2030 aspiration for European football – to ensure the beautiful game continues to inspire future generations to play the game and drive positive social change.

PROCESS

United For Success has been created in consultation with National Associations and with the involvement of key stakeholder groups within European football. The last five years have shown only through cooperation as an entire football community, can we overcome common challenges and take football across Europe to even greater heights.

UEFA remains committed to the European sports model, to making football accessible to all, to keeping football true to the values shared by all supporters, to deeper stakeholder inclusion, to open and transparent decision-making and to staging the very best sporting events in the world.

OBJECTIVE

This Strategic Vision will provide the guide in achieving our aspirations for football in Europe to the benefit of current and future generations.



OUR VISION

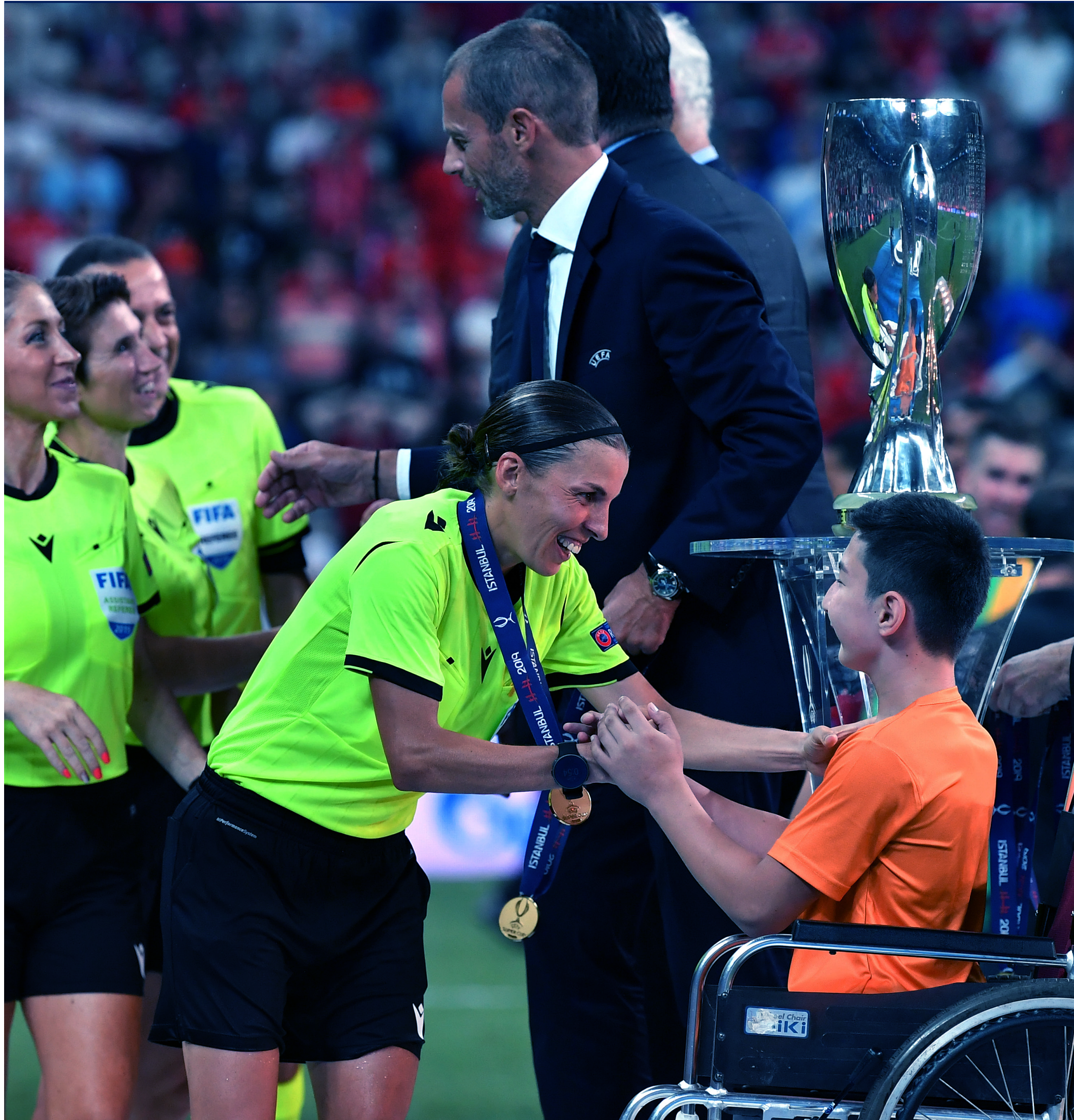
A photograph of three football players in orange jerseys hugging on a field. The player in the foreground has the number 8 on his back. The background is dark with a grid of small blue dots.

**To lead a thriving
game across
Europe, inspiring
all generations
and strengthening
society.**

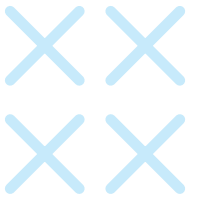
OUR MISSION FOR 2030

To empower football's place in every community across Europe, preserving the integral link between grassroots football and elite competitions.





OUR VALUES



WHAT DOES UEFA STAND FOR?

Seven fundamental values drive UEFA's mission. We will strive to ensure that these lie at the centre of everything we do, guiding our objectives, decisions and actions.

RESPECT

Acknowledge and celebrate diversity in culture and traditions, treating everyone with dignity and respect and at all times putting people first.

EQUALITY

Recognise football's responsibility for promoting equal rights for everyone, regardless of age, ability, background, gender or religion.

OPENNESS

Create an inclusive, transparent culture, empowering people to speak up and recognising everyone's role as guardians of the game.

UNITY

Capitalise on the sum of the football community's collective strength, pooling resources, expertise and know-how for the benefit of all.

EXCELLENCE

Set the highest possible standards, ensuring we lead the way in all areas of the game.

INTEGRITY

Uphold UEFA's founding principle that trust and impartiality lie at the heart of everything we do.

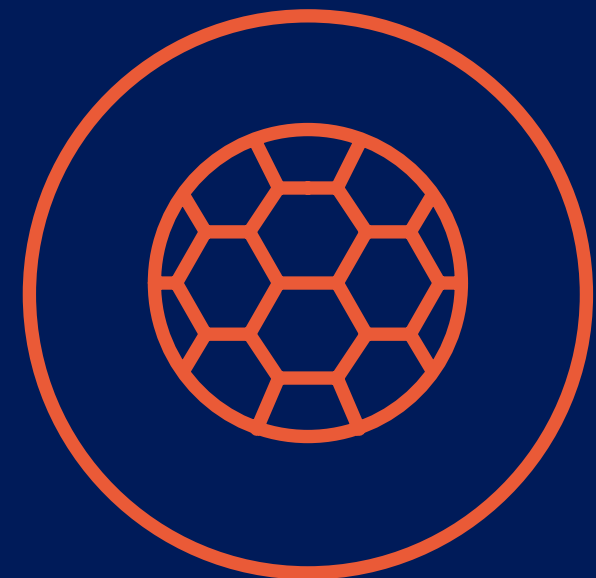
FAIRNESS

Serve as European football's standard-bearer for the spirit of fair play.



THE PILLARS

The UEFA Strategy consists of five strategic pillars. These pillars represent the foundations for the work carried out by the organisation in order to reach its objectives. Each pillar is made up of policy areas, set out on 2019, in which UEFA focuses its efforts in order to grow the development and success of European football.



**KEEPING
FOOTBALL
FOR ALL**



**PROVIDING
LEADERSHIP
& WORKING
TOGETHER**



**FOSTERING
COMPETITIVENESS**



**DRIVING
GROWTH FOR
REINVESTMENT**



**ACTING
SUSTAINABLY**



THE PILLARS

KEEPING FOOTBALL FOR ALL

Football lies at the heart of everything we do. We strive for an open, accessible and diverse game where everybody across Europe has the opportunity to play, follow and enjoy football.

To develop talent from grassroots to elite level, UEFA will continue working with our National Associations to strengthen the foundations of men's and women's football. This involves setting the highest standards of professionalism for coaches, players and referees, harmonising competition

registrations or funding new facilities so everyone has access to a safe and sustainable environment to play and train.

UEFA policies drive our efforts to 'keep football for all' through the existing Hatrick payments programme and by establishing dedicated programmes for growing and supporting both the men's and women's game, youth development and grassroots football. We also explore new ways of attracting people to play and participate.

To support local communities, UEFA works with associations and other stakeholders to design customised educational programmes for grassroots coaches and referees, promote volunteerism and leverage the game's potential for strengthening society. We also explore the potential of different football formats, such as futsal, to attract new players into the game.



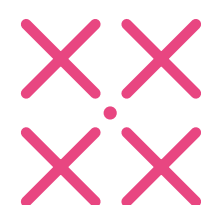
THE PILLARS

PROVIDING LEADERSHIP & WORKING TOGETHER

As the guardian of European football, UEFA plays a key role in providing leadership to everyone involved in the game. Our organisation serves as the standard-bearer for good governance, working with the entire football community to ensure transparent and democratic processes. We are responsible for the integrity of the sport and to maintain public trust and faith in European football institutions.

As a governing body, UEFA's key responsibilities include implementing processes that drive good governance across the organisation and developing regulations focused on compliance issues such as transparency, due diligence, anti-corruption and conflicts of interest. Upholding the integrity of our competitions, by ensuring robust anti-doping and anti-match-fixing regulations, is also a critical component of our work. We also support National Associations on governance matters, advising on reforms, addressing issues and monitoring the flow of UEFA financial distributions.

Our leadership role is complemented by engaging with and working alongside associations and stakeholders through UEFA's consultative bodies and decision-making platforms. We also build relationships with a broader set of representative bodies to further strengthen European football unity. As appropriate, we consult players and player representatives, supporter groups, other football confederations, sporting organisations and political institutions to establish and update regulatory frameworks.



THE PILLARS

FOSTERING COMPETITIVENESS



As both an organiser of elite football competitions and a governing body, UEFA needs to consider both the need for dynamic, entertaining events and the implications for the domestic game across Europe. Revenue and solidarity funding generated through our competitions must be distributed in a fair and proportionate manner to maintain a competitive balance.

We make every effort to ensure we uphold the principles of the European sports model, preserving the link connecting all levels of the football pyramid. It is imperative that our competition formats find the right balance between offering opportunities for everyone to play the game, while providing European national teams and clubs with a platform on which to excel and engage audiences. We respect the agreed international match calendar, align with transfer regulations and prioritise players' physical and mental well-being.

To ensure a strong level of competitiveness on the pitch, UEFA also has a duty to adapt regulations to new challenges. As such, we continue to put the right provisions in place to safeguard clubs' financial sustainability and our competitions' integrity.

At all times, stakeholder cooperation is vital to finding the solutions that encourage investment in key areas of development, such as youth football, the advancement of women's football and safe, sustainable infrastructure.



THE PILLARS

DRIVING GROWTH FOR REINVESTMENT

As a not-for-profit organisation, UEFA invests more than 97% of its revenue back into football. The vast majority is generated through the commercial rights of our competitions. Increasing the value of these rights relies both on running world-class competitions and attracting more supporters, broadcast audiences and commercial partners – not just in Europe but across the global marketplace.

A rapidly changing broadcast and technology environment creates new opportunities and challenges for sports rights holders looking to engage audiences. As competition for attention intensifies, UEFA looks to personalise fan experiences across the ever-growing choice of digital platforms. Working closely with our broadcast and commercial partners is key to ensuring that our competitions continue to meet the demands of supporters and deliver full value for rights holders.

UEFA is also drawing on research and development platforms, data curation and analysis, and innovative working practices to ensure European football is ready to adapt to changes in the coming years.



THE PILLARS

ACTING SUSTAINABLY

Our societies are facing social and environmental challenges. As an intrinsic part of every community, UEFA feels the obligation to address these concerns in close cooperation with its European stakeholders, anticipating trends and expectations.

Working closely with global institutions, as well as our stakeholders, UEFA has devised socially responsible and environmentally friendly actions and practices to preserve the long-term viability of football. UEFA's strategic approach concurs with internationally recognised frameworks and standards, most notably the United Nations Sustainable Development Goals and the UN Guiding Principles on Business and Human Rights.

Policies in this pillar reflect a desire to focus on the impact football can have on society. UEFA uses its platform to drive collective action across issues such as anti-discrimination, child safeguarding, human rights, refugee support, equality and inclusion as well as health and well-being. Work in these areas is carried out not only across the organisation and our competitions but in partnership with the wider football community and other partners.

UEFA aims to raise the bar in the environmental domain by measuring and reducing its impact and driving sustainable change; promoting the positives of a circular economy, catalysing climate action and developing guidelines for event and infrastructure sustainability.

THE STRATEGIC PRIORITIES FOR 2024-2030



To achieve our 2030 ambitions, UEFA will focus efforts and resources on seven strategic priorities over the next six years. Each reflects current trends in European football.

Together, they provide a clear roadmap for fulfilling the vision, mission and values set out in this strategy.



BE AT THE CORE OF SOCIETY

- Human Rights
- Local Communities
- Education & Wellbeing
- Equality & Inclusion



ENSURE OPPORTUNITIES TO ALL, FROM GRASSROOTS TO ELITE

- Engagement & participation
- Grassroots
- Development & education
- Medical protocol



STRENGTHEN THE GAME'S FUNDAMENTALS

- Open competitions
- Competitive balance
- Players' health & well-being
- Regulatory & solidarity frameworks



WORK TOGETHER TO THE HIGHEST GOVERNANCE STANDARDS

- Good governance
- Stakeholder inclusion & engagement
- Representation
- Political dialogue



ORGANISE WORLD-CLASS COMPETITIONS

- World-class events
- Commercialisation
- Safety, Security & Services
- Accessibility



MAXIMISING THE POTENTIAL OF WOMEN'S FOOTBALL

- Opportunities
- Professionalisation
- Long-term sustainability
- Pathways



PURSUE CULTURE OF SUSTAINABILITY

- Climate & Advocacy
- Event Sustainability
- Circular Economy
- Infrastructure sustainability

STRATEGIC PRIORITIES



BE AT THE CORE OF SOCIETY



AMBITION 2030

TO BE A UNIFYING FORCE ACROSS EUROPEAN FOOTBALL, CONTRIBUTING TO A MORE OPEN AND INCLUSIVE SOCIETY.

SUMMARY & CURRENT STATUS

The impact of football extends beyond the pitch. UEFA aims to use its platform to enhance football's position as a central part of the European community, creating a legacy that transcends the game and contributes to the strengthening of society.

Football is the biggest sport in Europe. It has long been deeply ingrained in its social fabric, with millions of fans passionately supporting local clubs and national teams. Football can bring together communities, provide an outlet for expression and foster a sense of togetherness. The full potential of football is still yet to be unlocked, with more work to be done to bring together communities in many parts of Europe, to provide a clear direction for different stakeholders and to share the common values of football.

UEFA is deeply committed to deepening and enriching football's place in every community across Europe. As well as a sport, it can be a vehicle for change in shaping societal values. As an educational tool, we will further promote teamwork, good health, discipline, tolerance and perseverance. We will look to deliver in every community across Europe, determined to move away from a reactive stance towards playing our part as a driver of social change.





OUR COMMITMENTS:

- Promote human rights across UEFA and with stakeholders.
- Work with National Associations and local municipalities to leverage the power of football at the heart of each community.
- Prevent and fight all forms of racial discrimination in the football environment, from grassroots to the elite professional level.
- Protect the rights of children and youth playing football, preventing and responding to any form of harm.
- Apply principles of equal rights and opportunities to ensure that everyone feels respected and empowered to express themselves.
- Ensure that the football environment is accessible for everyone who wants to take part, welcoming players and fans of all abilities.
- Safeguard health and well-being through football activities across all age groups and through awareness-raising activities.

OUR GOALS FOR 2030:

- To have embedded human rights criteria in UEFA regulations and policies and to have developed an advocacy and awareness network.
- To engage with football stakeholders to share tools and best practices to engage the widest possible range of community representatives, establishing an inclusive football ecosystem that guarantees equal rights and opportunities.
- To provide a safe and empowering environment for all children and youth to play football.
- An established club development network to ensure information and best practice sharing and to support associations with club programmes.
- To have enhanced safe, inclusive and fun playing environments using the delivery of Football in Schools programme along with child and youth protection policies.
- To mobilise the football community to promote better health, active lifestyles and widen the engagement of players across age groups, particularly older people.

PILLARS REPRESENTED:



KEEPING FOOTBALL FOR ALL



ACTING SUSTAINABLY



STRATEGIC PRIORITIES



ENSURE OPPORTUNITIES TO ALL, FROM GRASSROOTS TO ELITE

AMBITION 2030

A THRIVING FOOTBALL ECOSYSTEM AT EVERY LEVEL ACROSS EUROPE, WITH THE OPPORTUNITY FOR EVERYBODY TO PARTICIPATE.

SUMMARY & CURRENT STATUS

Facilitating engagement and participation in football lies at the heart of UEFA's mission.

We are determined to establish an inclusive and accessible football community, where opportunities are open to all, at every level, regardless of gender, race, background and physical abilities. This requires clear policies and practices which promote diversity and inclusivity across the game, from grassroots to elite football.

Working with National Associations, we aim to ensure every person in every community across Europe has access to the highest quality coaching

within modern, safe and secure football facilities. We have created partnerships with European disability football associations, devised programmes to encourage youth development, pushed for equal opportunities for female players and sought the promotion of football for marginalised communities.

More can be done to ensure football is a true reflection of the society it represents. This will involve the sharing of best practice across the whole football community, more educational initiatives, analysis of coaching and development trends within football, investment in infrastructure, medical protocol and community engagement.





OUR COMMITMENTS:

- Provide resources, including financial to widen playing opportunities, volunteering, vocational training and employment development.
- Increase the number of registered players, referees and licensed coaches.
- Ensure that football is positive, fun and safe with equal access for everyone.
- Ensure the game is accessible to all through player pathways, flexible game formats and appropriate competition structures, including futsal.
- Cooperate with associations to strengthen the coaching landscape, pushing for higher standards and more licensed male and female coaches.
- Develop, support and provide educational opportunities for coaches, referees and others in the football workforce, both paid and volunteers.
- Advance medical best practice and knowledge-sharing across European football.

OUR GOALS FOR 2030:

- To increase the number of active players across all formats of the game.
- To have improved the data collection accuracy and completed the harmonisation of player registration data collection.
- For all 55 National Associations to be members of the UEFA Grassroots Charter, Coaching and Refereeing Conventions.
- To increase the number of football players with disabilities across European football and double the number of people with disabilities working within UEFA and for UEFA events.
- To increase the number of administrators, coaches, referees and educators in place at all our national associations through comprehensive development programmes.
- Leadership role for UEFA both in highlighting medical issues and developing relevant protocols that benefit football and wider European society.

PILLARS REPRESENTED:



STRATEGIC PRIORITIES



STRENGTHEN THE GAME'S FUNDAMENTALS



AMBITION 2030

TO HAVE A UNITED FOOTBALL ECOSYSTEM IN EUROPE THROUGH A SYSTEM OF OPEN, COMPETITIVE AND SUSTAINABLE COMPETITIONS.

SUMMARY & CURRENT STATUS

The success of European football is built on historic fundamental principles, which remain as important today as in the past: open competitions, solidarity and competitiveness. It is essential that UEFA continues to embrace these principles in order to advance and develop the game.

UEFA seeks a competitive balance where qualification and opportunities are based on sporting merit. Our competitions always strive for sporting excellence, delivering exciting matches for supporters and providing the best possible platform for players to showcase their talent. Above all, we want to give every club and national team the chance to dream of success.

To achieve these goals, every team must have a fair chance to take part in our competitions ensuring that an unexpected result is always possible. UEFA is committed to maintaining revenue distribution and solidarity payments at a level which rewards success, preserves the financial sustainability of European football and encourages development.

UEFA will need to monitor and evolve its financial regulatory framework, adapting to a constantly shifting football landscape. Financial stability is essential both for reducing the risk of club bankruptcies and maintaining long-term competitiveness. Our framework encourages clubs to manage their finances responsibly, while remaining open to investment for long-term security.



OUR COMMITMENTS:

- Establishing the necessary conditions to ensure European football remains open and based on meritocracy.
- A football ecosystem which ensures a pathway for all, from grassroots to elite levels of the pyramid.
- A balance between national team and club football events and reinforcing the commitment from all participants to ensure the best playing talent is available, while also keeping the health and safety of players as a paramount objective.
- Providing support for player and coach health and welfare, through advancing protocols, sharing best practice; launching campaigns and sharing toolkits.
- Ensuring all leagues on the football ladder have the necessary level of support to reach the highest professional standards.
- The distribution of funds generated by UEFA competitions across the European football pyramid, thus ensuring the foundations of European football remain strong and providing resources for all levels.
- Consolidating measures to ensure the financial sustainability of the game as well as the competitiveness and integrity of the competitions.

OUR GOALS FOR 2030:

- To maintain a clear and direct link between domestic football league or cup success and participating in UEFA competitions.
- Continued provision of a UEFA competition revenue distribution system which is proportionate and guarantees solidarity payments for non-participating clubs and leagues.
- To have a match calendar which strikes the right balance between national team and club football, delivering opportunities and prioritising players' health and well-being, while being mindful of the impact on supporters.
- To be at the centre of the leading platform for medical best-practice sharing, research and policy exchange in Europe.
- For the long-term viability, competitiveness and health of European club football to be guaranteed, through continuously promoting higher standards and providing opportunities to all European clubs at domestic and international level.
- To further promote and continuously improve the standard of all aspects of football and the financial sustainability of clubs.
- Talent development to be prioritised at all clubs.

PILLARS REPRESENTED:



STRATEGIC PRIORITIES



WORK TOGETHER TO THE HIGHEST GOVERNANCE STANDARDS

AMBITION 2030

AN INCLUSIVE CULTURE WHERE BEST PRACTICES ARE SHARED TO ACHIEVE COMMON GOALS AND EVERY VOICE OF THE FOOTBALL FAMILY IS LISTENED TO.

SUMMARY & CURRENT STATUS

Good governance is critical for the future of European football. UEFA works to ensure that everyone in the game is united in their commitment to the highest standards. Development must be collective, with open dialogue and stakeholder inclusion key for success.

Collaboration among stakeholders and the implementation of clear guidelines and policies are essential in creating a thriving and sustainable football ecosystem. One essential aspect of preserving integrity is the promotion of transparency and accountability within UEFA and our National Associations. Good governance principles are now well established across the sport and are regularly monitored to protect the sport's authenticity. Robust monitoring systems are employed to detect any suspicious activities related to matches and UEFA will continue to ensure it uses the most advanced technology to combat match-fixing and doping.

Beyond Europe, we will continue to work with other confederations, funding joint programmes, developing infrastructure and leveraging knowledge across all areas of the game. UEFA will also look to developing relations with sports organisations outside of football so that we can share best practice and gain insights from others with a leadership role in sport.

Many improvements have been made in recent years in relation to stakeholder representation, with a wider range of voices now contributing to the UEFA Executive Committee, UEFA standing committees and working groups. The annual UEFA Convention on the Future of Football presents a unique opportunity for all stakeholder groups to discuss and find solutions to important, topical issues.





OUR COMMITMENTS:

- Promote and protect the highest governance and ethical standards within UEFA and across European football.
- Work with all football stakeholders across more platforms on a regular basis, while also cooperating with stakeholders of the football family outside of Europe.
- Foster and strengthen relationships with local, national and European governments, including policy-forming and co-funded initiatives.
- Lead initiatives for truly representative and inclusive football institutions, enriching perspectives for stronger organisations.
- Support and share expertise with UEFA sister confederations to further football development across the world.
- Eradicate all forms of match-fixing, doping and any other practices which might give rise to the abuse of football.

PILLARS REPRESENTED:



PROVIDING
LEADERSHIP
& WORKING
TOGETHER

OUR GOALS FOR 2030:

- Measurable improvement in public perception of UEFA's reputation.
- All National Associations fully compliant with UEFA minimum standards framework for women's national teams.
- Dedicated advisory forums set up to facilitate regular consultation with relevant stakeholder groups on policy issues.
- UEFA recognised by European institutions as the go-to organisation for development of sports-related policies.
- Increased gender diversity across UEFA's decision-making bodies with our National Associations encouraged to replicate.
- For stronger ties to have been developed with all sister confederations.
- To be the leading sports organisation in the fight against match-fixing and anti-doping.



STRATEGIC PRIORITIES



ORGANISE WORLD-CLASS COMPETITIONS

AMBITION 2030

TO STAGE THE MOST FOLLOWED SPORTING EVENTS IN THE WORLD, DELIVERING SPORTING EXCELLENCE FOR ALL SUPPORTERS AND MAXIMISING REVENUES FOR INVESTMENT BACK INTO THE GAME.

SUMMARY & CURRENT STATUS

UEFA's commitment to excellence in organising its competitions delivers the best sporting events in the world. Whether optimising fan experiences, cooperating with commercial partners, implementing regulatory frameworks or applying state of the art technology, we are dedicated to creating the optimum platform for players and spectators alike.

To achieve these goals, UEFA has developed successful formats for both its national team and club competitions. We also strive to ensure that all our events take place in best-in-class stadiums that guarantee safe access, services and security for supporters, players and staff.

Revenues generated by these events are the key driver of UEFA's investment and support for football development projects across Europe. Some 97% of all competition revenues are distributed back into the game.

In the new strategic period, UEFA will continue to work closely with commercial partners to offer the best platform possible to showcase our competitions. As commercial models and consumer habits evolve, we will need to further optimise broadcast distribution and content to sustain our global reach and engage fans of all generations.





OUR COMMITMENTS:

- Bring fans closer to the action on the pitch by delivering exciting experiences and services in stadia and host cities.
- Enhance revenue streams of existing competitions and seeking new commercial opportunities to be able to reinvest more back into the game.
- Explore and develop suitable competition formats to grow the game and enhance participant engagement across all age groups, from the traditional standards to alternatives such as e-football and walking football.
- Increase global awareness of our events, expanding outreach and exploring opportunities which may benefit the whole of European football.
- The setting of the highest standards providing modern, safe and accessible in-stadia facilities.
- Ensuring the highest level of safety, security and services at all UEFA events.
- Ensure that football infrastructure is accessible for everyone who wants to take part.

OUR GOALS FOR 2030:

- To have the most followed sporting events in the world.
- To have higher supporter engagement levels with UEFA events across all platforms in every European country and at global level.
- To offer partners best-in-class commercial opportunities, reflecting our common values and aspirations.
- For all activities carried out by UEFA to use the latest technological innovation in order to drive necessary changes in football production and consumption.
- For UEFA event stadiums to comply with UEFA event sustainability and infrastructure requirements, including improved accessibility for disabled supporters.
- Improved access for any individual wanting to attend events or work in football.

PILLARS REPRESENTED:



PROVIDING LEADERSHIP & WORKING TOGETHER



DRIVING GROWTH FOR REINVESTMENT



ACTING SUSTAINABLY



STRATEGIC PRIORITIES



MAXIMISE THE POTENTIAL OF WOMEN'S FOOTBALL



AMBITION 2030

TO INSPIRE MORE GIRLS AND WOMEN TO PLAY AND FOLLOW FOOTBALL ACROSS EUROPE, TO DRIVE MORE PROFESSIONAL OPPORTUNITIES, MORE PATHWAYS AND DELIVER MORE COMPELLING AND FINANCIALLY SUSTAINABLE COMPETITIONS.

SUMMARY & CURRENT STATUS

Women's football has made major strides in recent years, and we must build on this momentum and strive for even greater achievements. UEFA remain committed to enhancing pathways and opportunities for women across all levels and domains of the game, by creating and delivering the best competitions and dedicated programme to capitalise on its exponential growth.

UEFA has delivered its first-ever bespoke women's football strategy, which has served as a key roadmap for European football, and an inspiration to National Associations and stakeholders. We have delivered new sporting and commercial concepts for our women's competitions at club and national team level, providing more revenue opportunities,

enhancing competitiveness and giving a bigger platform to our players and teams. We have increased investment and have worked with National Associations through strategic and high-impact initiatives to solidify the game's foundations, grow participation, increase standards in clubs and national teams and further develop talented coaches and players.

The commitments and goals laid out in other focus areas are equally applicable to men's and women's football. However, it is necessary also to aim for specific goals regarding the women's game to ensure the progress made in previous years can be continued.

OUR COMMITMENTS:

- Guarantee access to the necessary facilities, infrastructure and the right environments for all girls and women to play.
- Create and improve dedicated initiatives to enhance the pathways of female players, coaches and referees in every nation.
- Promote the further development and professionalisation of women's leagues across Europe, closing the sporting gap, striving for competitive balance and providing a greater platform for players and teams to excel.
- Build on the success of UEFA women's club and national team competitions and seeking enhanced sporting and commercial opportunities.
- Expanding, engaging and inspiring fans across Europe.
- Prioritise player welfare and the issues specific to women and girls through best practice, research and advancement in medical, sporting environments, good governance and education.

PILLARS REPRESENTED:



**KEEPING FOOTBALL
FOR ALL**



**FOSTERING
COMPETITIVENESS**

OUR GOALS FOR 2030:

- Grow the numbers of girls and women playing, coaching, and refereeing across Europe.
- Improve access and opportunities at all levels of the game for women and girls.
- Deliver world-class competitions that drive sporting ambitions, increase audiences, and improve financial sustainability.
- Be the leader in running successful health campaigns on football matters specific to women and girls and to have devised the necessary protocols and tools for medical issues affecting female athletes.



STRATEGIC PRIORITIES

PURSUE CULTURE OF SUSTAINABILITY



AMBITION 2030

TO REDUCE THE IMPACT OF FOOTBALL ON THE ENVIRONMENT, LEVERAGING ITS POWER TO RAISE AWARENESS AND CATALYSE ACTION.

SUMMARY & CURRENT STATUS

UEFA and European football form an intrinsic part of society and we have the duty to be a role model in view of the environmental challenge which we see today and that which lies ahead of us. We must work in a united fashion, responsibly and using all necessary tools to contribute to a more sustainable game within a more resource-constrained, sustainable world.

As the governing body, UEFA recognises the decisions we make have an impact on the environment. We see it as a key priority that we have the necessary policies in place to reduce direct and indirect carbon emissions from UEFA's operations and events. We also need to accelerate the move ever-closer to the principles of a circular economy: reduce, reuse, recycle, recover.

Efforts are required in reducing the energy consumption within and around football stadiums, optimising the materials used in building infrastructure and the maximising the efficiency of the waste management systems.

Over the term of this strategic vision, we will ensure we focus on environmental challenges, embrace sustainability and use our platform to promote awareness and inspire football stakeholders to play their part.



OUR COMMITMENTS:

- Prevent and reduce the degradation of the environment by football-related activities, while leveraging the sport's reach and visibility to advocate the urgency of action.
- Design, plan and implement events in ways that prevent or reduce negative environmental impacts on host cities and surrounding communities.
- Optimise the consumption and life cycle of products, most notably food, packaging and branded items throughout UEFA operations and events.
- Advocate for football infrastructure which provides long-term financial and environmental benefits to operators and strengthens the legacy of common spaces for local communities.

OUR GOALS FOR 2030:

- To reduce European football's carbon footprint and be a credible reference partner for organisations working on climate protection.
- To set a new benchmark for low-impact sporting events by developing and rolling out UEFA's own Environmental, Social and Governance (ESG) event management system.
- To embed the '4R approach' – built around Reducing, Reusing, Recycling, and Recovering – in all operations in order to minimise the impact of football on the environment and drive resource efficiency and cost savings.
- To continue to raise the bar for European football infrastructure by setting criteria and sharing best practices for a new generation of sustainable football venues.

PILLARS REPRESENTED:



KEEPING FOOTBALL FOR ALL



DRIVING GROWTH FOR REINVESTMENT



ACTING SUSTAINABLY



HOW WE WILL WORK



COOPERATION



**RESEARCH
& DATA**



**KNOWLEDGE
SHARING**



INNOVATION



**BUSINESS
SOLUTIONS**



EDUCATION



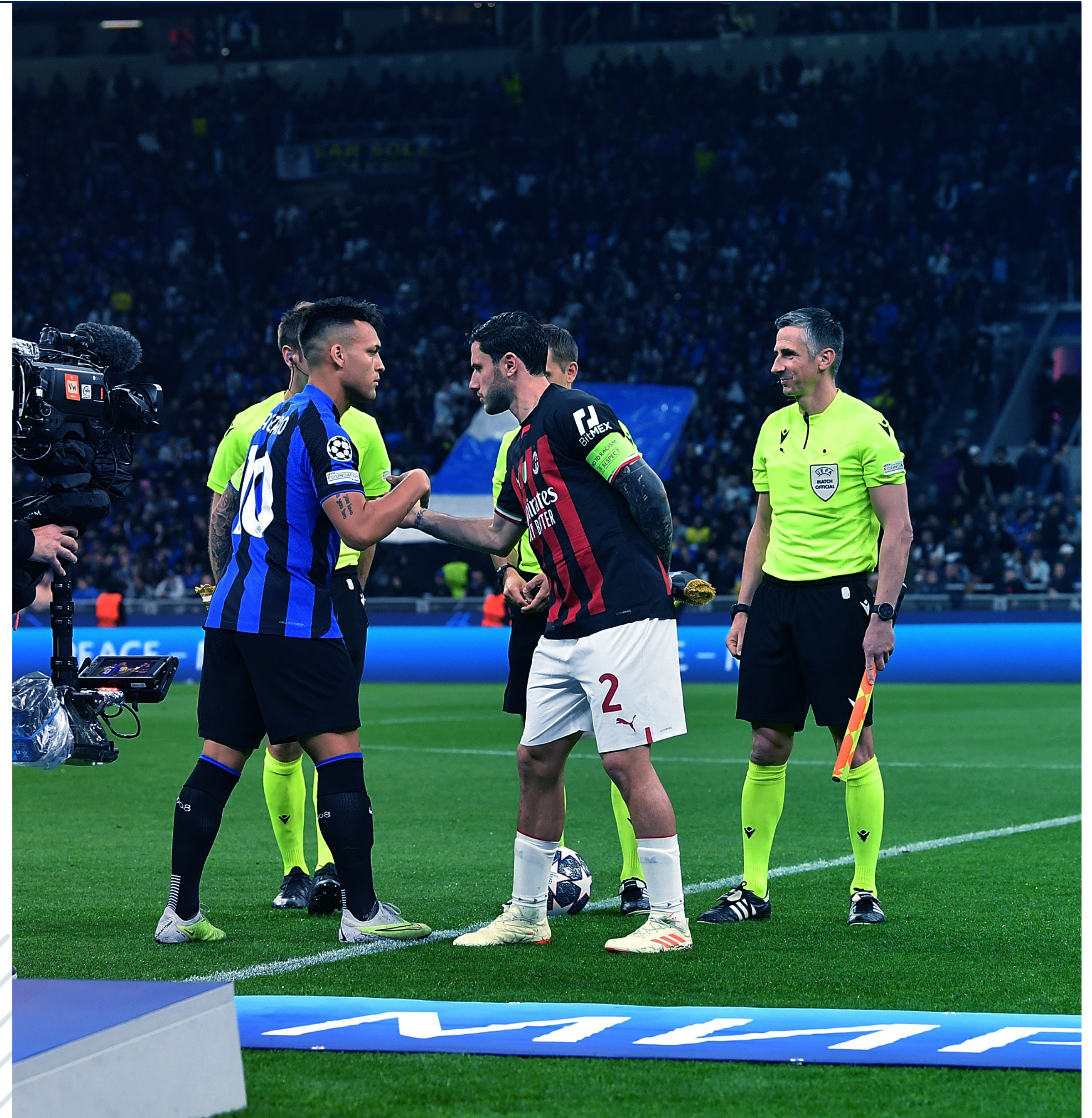
HOW WE WILL WORK

COOPERATION

As an association of associations, UEFA is founded upon the belief that the European football community can deliver more together than by working alone. By focusing our comparative skills, knowledge and networks on a focused mission, we can deliver better, longer-lasting results.

Through our programmes, UEFA can help to strengthen capacities, identify synergies and leverage the power of collective bargaining. The co-hosting of events, joint rights sales and kit assistance schemes are examples of how, together, we can pool our assets to bring added value for European football and its supporters.

Strengthening National Associations is essential for the long-term development of football across Europe. It is incumbent upon UEFA to support each of its 55 members with assistance, guidance and resources for enhancing infrastructure, youth development, refereeing and coaching standards as well as administrative competences.





HOW WE WILL WORK

INNOVATION

Innovation is a key element in UEFA's strategy, key for achieving our objectives and as a catalyst for growth, but also to remain relevant.

At UEFA, innovation means much more than just leveraging the latest technologies; it is defined as a mindset aimed at collaborating with new types of stakeholders, specialised in innovative methods, to bring different lenses to address football's challenges. This progressive means of working can help produce solutions which can improve the efficiency of UEFA as an organisation, as well as develop many issues arising on the pitch.

By cooperating with key stakeholders of the innovation ecosystem, UEFA takes a leading role for the football family as well as the entire sports industry. UEFA encourages more collaboration between various actors of the sports industry to promote knowledge-sharing and added create value for all. We endeavor to support national associations to tailor and implement this model within their own domestic markets and further afield.

In an increasingly competitive and evolving landscape, it is paramount to explore positive changes to continue to be a leader and role model. While remaining loyal to European football foundations, heritage and history, UEFA has an ambition to remain a forward-thinking organisation looking to ensure a healthy future for the game.



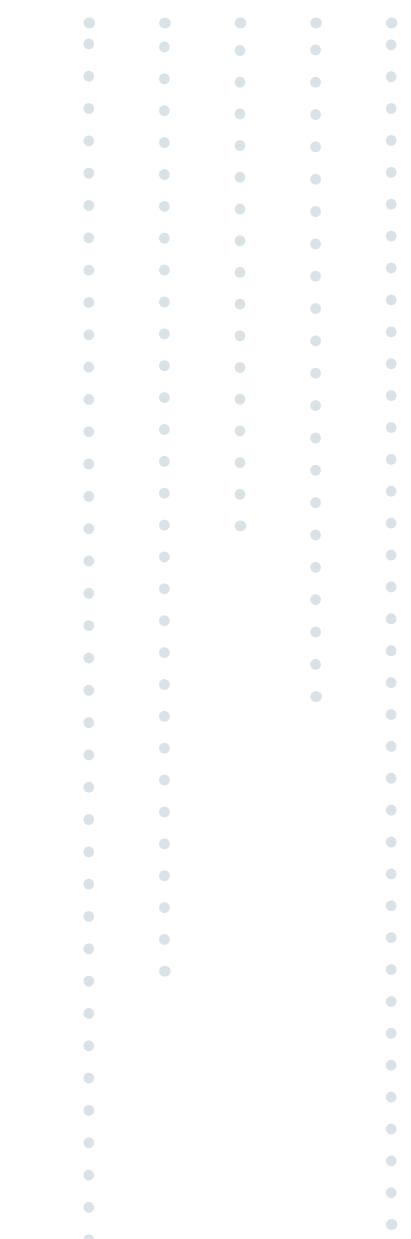
HOW WE WILL WORK

RESEARCH & DATA

Data is a valuable corporate asset for UEFA and requires careful governance to ensure that it is managed effectively.

To get the most out of UEFA's investments in data and technology we have a responsibility to standardise how UEFA controls its data and ensure that data is available, accessible, and actionable.

Our Business Data Management team aims to advance existing data governance foundations to put UEFA in control of its data assets, better integrate analysis, and ultimately become a more data enabled organisation.



UEFA has developed the most comprehensive research unit in football, which combines a wide range of football technical expertise with data science, financial and commercial experience to leverage a growing range of UEFA data assets. We help support the development of national associations' own in-house data capabilities and share best practice wherever possible.

Through the collection of UEFA match data via best-in-class technology, we are able to provide technical analysis of football trends and produce regular high-quality reports for educational and development purposes.

This data, combined with input and insights from leading external specialists, will be enriched through the further development of an information platform for medical topics. This will be an industry leading data hub which can support policies on important issues such as players' health and welfare, infrastructure requirements and injury prevention.

By centralising internally, rather than outsourcing its research capabilities, strategic knowledge stemming from UEFA data assets is fully captured as a whole, allowing UEFA to remain agile in approaching relevant research projects and assessing policy alternatives.



HOW WE WILL WORK

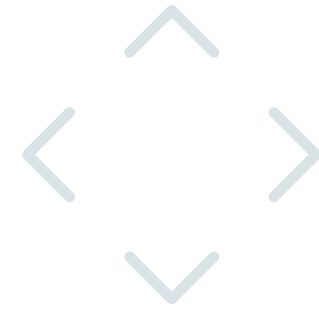
BUSINESS SOLUTIONS

UEFA works to offer various business solutions to National Associations and stakeholders primarily through technical, commercial and marketing initiatives.

In a bid to improve operations, increase efficiencies, and resolve problems, UEFA cooperates with partners to optimise solutions spanning merchandising and ticketing support, customer relationship management, licensing systems and digital platforms.

Growing revenues and cutting inefficiencies is an integral part of supporting the European football ecosystem and ensuring the game is preserved for future generations. Through our collective selling, working with partners and provision of business solutions, UEFA can generate the necessary funding to be reinvested in all areas of the game across the whole of Europe.

The financial health of all clubs and nations can be significantly impacted through the distribution of funds, resulting in upgrades to infrastructure, better provisions for supporters, support for personnel, youth development initiatives and grassroots programmes.



HOW WE WILL WORK

KNOWLEDGE SHARING

UEFA recognises its role as a leader, connecting the European football community and actively seeking to facilitate knowledge sharing and best practice amongst all stakeholders.

By establishing clear and open channels for communication, we benefit from gaining insights and experiences across all areas of the game. This includes the sharing of strategic plans and developing collaborative tools with stakeholders to present updates, trends and common research.

We become a more agile and dynamic community through standardised processes and consistent terminology, allowing UEFA and National Associations swiftly to grasp opportunities and deal with challenges when presented.

UEFA encourages its staff and that of National Associations, as well as coaches, players and referees, to continue their professional development through bespoke programmes in continuous learning

schemes. This includes attending workshops, seminar and training sessions to stay updated with the latest trends and techniques in football development. The act of sharing best practice in match analysis, commercial optimisation, sports science, good governance, modern infrastructure, youth development, supporter liaison, event sustainability and financial management helps us shore up the game's professionalism and develop better informed individuals and organisations.

Our success is based on the excellence of our staff and the efficiency of our operations. We prioritise attracting, developing, and retaining the best talent and continuously strive for operational excellence in every aspect of our work.

UEFA endeavors to remain open to change and willing to embrace new technologies and methodologies. By adhering to and sharing best practices, we aim to elevate the standards of performance and professionalism of all involved in the game, on and off the pitch.





HOW WE WILL WORK

EDUCATION

UEFA places a great importance on education and uses its position to offer comprehensive and diverse courses to the needs of various stakeholders within the European football community.

UEFA provides programmes designed to enhance the knowledge and skills of football professionals, amateurs and volunteers, including coaches, referees, ex-players and administrators.

These programmes cover a broad set of topics including theoretical knowledge and practical skills of coaches, referee training as well as tailored courses for those looking to join the administrative side of the game, including managers, ex-players and sporting directors.

We facilitate knowledge sharing and best practice learning through conventions, seminars and webinars where individuals can learn from experts in the game and network among football professionals from different countries and backgrounds.

Knowledge that is curated within UEFA is shared through these educational programmes and plays a vital role in elevating the standards of football coaching, refereeing and administration across Europe and beyond.





HOW WE WILL MEASURE PROGRESS

This strategic vision aims for significant changes and progress across all areas of football in Europe. Measuring progress will involve the tracking of specific programmes and activities which align with the commitments and goals set out in this document. The UEFA administration will define clear and measurable indicators under each strategic priority which will be closely monitored and reported at regular intervals.

Given the fast pace of change in football, this strategic vision allows for UEFA to remain agile in its approach to seizing new opportunities and overcoming immediate challenges. We will frequently review the strategy to assess progress, identify new issues and make any necessary adjustments. A mid-term review will be conducted in 2027 to measure and evaluate the status across every priority and all related goals.

Given the complexity of many of the issues facing European football, it will be essential to balance short-term aims with longer-term objectives. UEFA will ensure it reports to National Associations, wider stakeholder groups, including supporters, in appropriate time frames.

We have set out many ambitious but achievable targets in this strategic vision. These are designed to align with the detailed strategic plans and objectives of the different divisions of the UEFA administration to ensure a consistent and united approach. Progress reports will be made available to National Associations at the annual UEFA Congress and communicated publicly via UEFA's communication channels. By these means we can ensure we are in the best possible position to reach all our goals by 2030.



**UNITED FOR
SUCCESS**