

UEFA

ANNUAL REPORT 2022/23

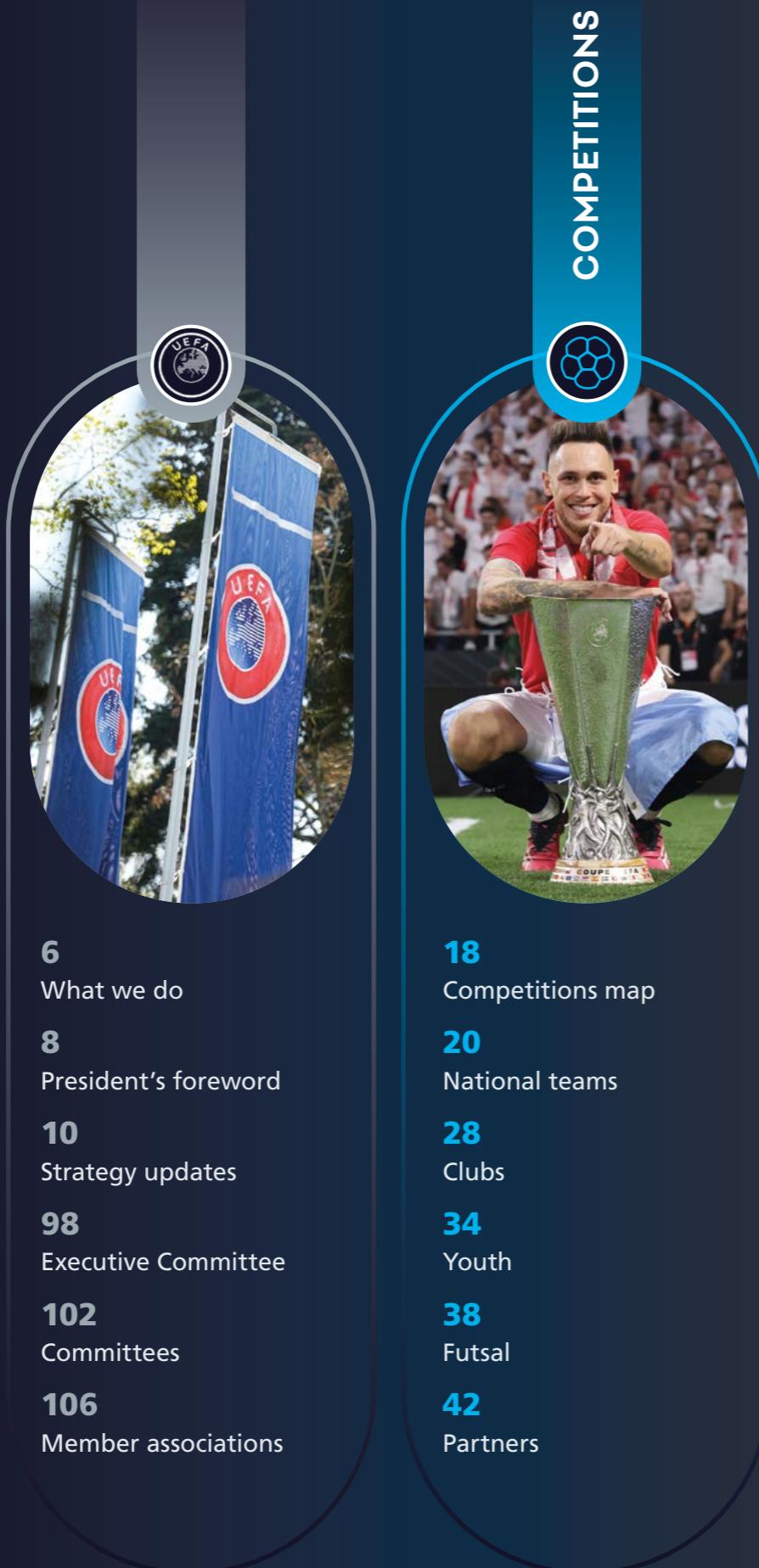




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UEFA ANNUAL REPORT

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WHAT WE DO

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



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



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 ČEFERIN

UEFA President

At the 2023 UEFA Congress in Lisbon, you were re-elected as the UEFA president by acclamation. What will be the primary areas of focus during your new four-year term of office?

Our approach remains rooted in two words: 'Football First!' The primary objective is to guarantee that football remains inclusive and accessible to all, simultaneously nurturing balanced competitiveness and growth while upholding solidarity and long-term financial sustainability. Engaging in constructive dialogues with our stakeholders is crucial to safeguarding the game and its core values, including the spirit of the game and sporting meritocracy.

We firmly believe in the importance of the European sports model and its pyramid structure, linking grassroots football at the base to elite clubs at the summit. Few organisations embody the model's principles more strongly than UEFA. We must also remain a force for progress and lead by example, advocating respect for human rights, diversity in representation and environmental sustainability.

What were your outstanding memories from the 2022/23 season – on the pitch and off it?

European club competitions consistently deliver world-class football, epic clashes and lasting memories. If I were to single out just one event this season, it would be the Women's Champions League final in Eindhoven. It was an excellent and fiercely competitive match, set in a fantastic atmosphere in a sold-out iconic stadium. It was another standout example of the growth in affection for and popularity of the women's game.

Turning to off-the-field moments, hosting the inaugural meeting of the UEFA Football Board was a great pleasure. This new advisory body will ensure that the much-appreciated on-field perspective is propagated at an institutional level for both the men's and women's games.

The countdown to UEFA EURO 2024 in Germany has started. What are you most looking forward to ahead of next summer's kick-off?

The European Championship is, in my opinion, the most competitive national team football contest in the world. The technical and tactical prowess displayed by the teams in the qualifiers was exceptional, setting the stage for an incredible final tournament. Considering the challenges faced in the previous edition, such as extensive travel and COVID-related restrictions, I believe EURO 2024 will be a true football festival that both fans and players rightfully deserve. Germany is a fantastic host and is highly motivated to prove it in the best possible way.

A collaborative effort involving the DFB, German federal and local public authorities, and the host cities aims to deliver a tournament embodying democracy, respect, tolerance and human rights. We have also taken several significant steps, including minimising travel needs and offering discounted train tickets and free public transport on matchdays, to reduce the event's environmental impact. In addition, a climate fund that mitigates emissions through grassroots football projects will reinforce UEFA's commitment to setting an example for global sports events, ensuring a lasting impact and legacy.

Like every men's European Championship, EURO 2024 will reinvest revenue back into football development through UEFA's HatTrick programme. What are the secrets to the programme's evolution into one of global sport's largest solidarity funds?

The UEFA HatTrick programme boasts a well-defined mission with precise objectives, concentrating on football development across three key domains: investment in football infrastructure, enhanced education and broader knowledge sharing. While there is no single secret ingredient behind its success,

several pivotal factors contribute to its effectiveness, including partnership and collaboration, transparency and accountability, adaptability and flexibility, and a global perspective.

Achieving sustainable success and an enduring impact necessitates a long-term vision. UEFA and its member associations are committed to leaving a lasting imprint on infrastructure, youth development and community engagement. Let's not forget that 97% of our net earnings go back into football, which is clearly reflected in tangible results. It also highlights the path we are determined to follow in the future.

How will UEFA's groundbreaking governance reforms ensure that players and fans have a voice in debates shaping the future of European football?

Unity is the driving force in European football. In recent years, collaboration between UEFA, our member associations, clubs and other stakeholders has provided valuable insights and strength to help us overcome challenges and achieve shared successes. We decided last summer to incorporate players' and fans' input into our decision-making process; the former via FIFPRO Europe and the UEFA Football Board, the latter through Football Supporters Europe. Both of these influential stakeholders will now have dedicated seats on relevant standing committees alongside existing members from associations, leagues and clubs. This inclusive approach will foster more comprehensive discussions and guarantee a broader range of voices in shaping the future of our sport.

In March, you were visibly moved while visiting a UEFA Foundation for Children project that helps improve the lives of young children in one of Uganda's largest slum communities. What did your experience show about football's potential as a force for good?

I am immensely grateful for the humbling experience of sharing a day in the lives of people who have so little yet offer so much to the world. Experiencing their genuine honesty, and love and passion for football was truly amazing. In these challenging times, supporting and encouraging our children is more pressing than ever. And football is a great platform to do that. United around our beautiful game, we navigate these uncertainties, determined to craft a brighter, more hopeful future for every child in need.



UEFA STRATEGY 2019–24

TOGETHER FOR THE FUTURE OF FOOTBALL

In the penultimate year of UEFA's current five-year strategy, we continued to make progress towards achieving our 2024 goal of making football the most played, trusted, competitive, engaging and responsible sport in Europe.

Football

- Grassroots club development framework:** updated and ready for implementation from 2024.
- UEFA Women's EURO 2022 legacy report:** 400,000 new grassroots opportunities created for girls and women.

Competitiveness

- UEFA-CONMEBOL:** expanded cooperation results in Women's Finalissima and the Club Challenge.
- Women's EURO revenue distribution:** clubs receive first-ever payments via new benefits programme.

Trust

- UEFA and Football Supporters Europe:** partnership formalised with landmark memorandum of understanding.
- UEFA Football Board:** inaugural meetings address key issues affecting men's and women's games.

Prosperity

- Tailored partnerships:** Atos becomes UEFA's official technology partner until 2030.
- Fan engagement:** UEFA teams up with Legends to create a world-leading football museum in Madrid to celebrate the game's most memorable moments.

Responsibility

- Respect Forum:** UEFA launches the first event of its kind, bringing together 250 experts to discuss football's role as a driving force for positive social and environmental change.
- UEFA and sustainability:** sustainable infrastructure and circular economy guidelines launched, with the latter applied at the 2023 Women's Champions League final.



QA

KARL-ERIK NILSSON

'Working in unity, we can deliver more than each of us can do alone'

Karl-Erik Nilsson, chair of the UEFA strategy steering committee, outlines the guiding principles underlying the development process of the next UEFA strategy.

How has UEFA ensured its new strategy will represent the views of all stakeholders in the European football community?

As before, we consulted with a broad range of groups and voices. In parallel, we assessed progress across all our existing strategic pillars, taking into account how the world has shifted over the past five years. Our steering committee has a new composition made up of selected association presidents, allowing us to draw on the first-hand experiences of our members. Once strategic priorities were in place for the 2024–30 period, we widened the consultative process to all 55 associations and other stakeholder groups.

What will be the main areas of focus for UEFA's 2024–2030 strategy?

Our vision is to empower football's role in every community, while at the same time preserving the link between the grassroots game and elite competitions. That means enhancing our sport's position in society. First, by working with associations and local authorities to guarantee the safest possible facilities and best coaching for everyone who wants to play. Second, using football's popularity and influence to promote unity, defend human rights and promote our values.

But it's not all about change. As guardian of the European game, UEFA must preserve what we cherish most – exciting, high-quality competitions based on sporting merit that bring fans together and turn dreams into reality. We have seen this fundamental principle come under

an agile framework. In 2019, no one could have foreseen the pandemic, the misguided proposal for a 'European super league' or the outbreak of a conflict in Europe, not to mention the unprecedented challenges each posed for football. Yet UEFA was able to adapt, guided by our commitment to a set of core values that will always lie at the heart of our mission.

Similarly, we recognised football's rising prominence in sustainability and human rights issues by approving the addition of a fifth Responsibility pillar to the strategy. Once again, UEFA course-corrected to keep pace with an ever-changing world.

threat in recent years. The new strategy will reaffirm our commitment to running world-class competitions where football is always the winner, on and off the pitch.

By 2030, we want to see more and more people playing all types of football, more supporters following matches, and, as a consequence, more revenue to reinvest back into the game's development. In this regard, the strategy will detail actions that ensure both the men's and women's games continue to grow from strength to strength.

What qualities will be most critical to achieving UEFA's strategic goals?

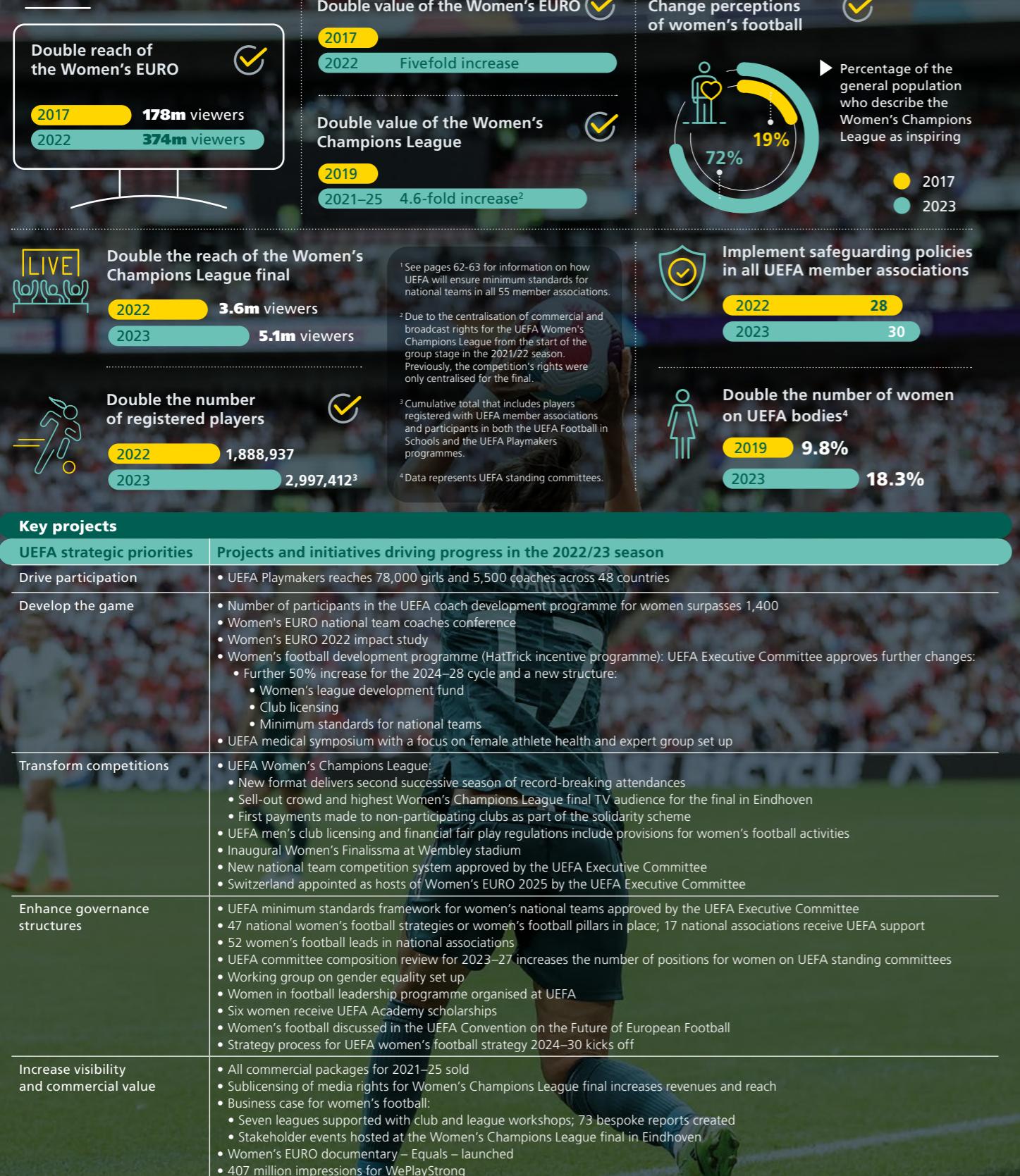
Close collaboration, transparent processes and good governance will be essential. Above all, everyone involved in European football will need to stick together. Working in unity, we can deliver more than each of us can do alone.

“Our vision is to empower football's role in every community, while preserving the link between the grassroots game and elite competitions.”

TIME FOR ACTION

GOALS¹

Goal achieved



QA

ANNE REI



'The potential of the women's game is limitless'

Anne Rei, chair of UEFA's Women's Football Committee and general secretary of the Estonian Football Association, assesses the impact of UEFA's women's football strategy, Time for Action, and looks to the future.

How has UEFA's women's football strategy helped to drive development of the European game?

UEFA's women's football strategy has transformed words into actions. The strategy has given direction to the whole of European football – to national associations, to clubs, to all stakeholders. Together, strategy development programmes, additional finances, transformed competitions and UEFA's insights and initiatives have had a profound impact on the progress of the women's game throughout the continent.

Is UEFA on track to achieve the strategic priorities set in 2019?

UEFA has made big strides in regard to our five key goals. The investments and changes to the Women's Champions League and Women's EURO, plus a highly successful commercial programme, have meant that we have exceeded our expectations in terms of doubling the reach and value of these flagship competitions. This has also gone a long way to changing perceptions.

Increases in the number of registered players and the introduction of the UEFA Playmakers and Football in Schools programmes mean there are now 2.997 million women and girls playing football, more than doubling our target. And we have been working hard on improving the standards for those players, not least through the minimum standards framework (see pages 62–63). From a governance perspective, 18.3% of our committee members are female – a jump from 2019.

This has only been possible due to the investment in key initiatives. We now have 47 associations with a women's football strategy, demonstrating that it's a priority across Europe, but there is still work to do and we cannot afford to rest.

The game-changing EURO 2022 set new standards for the women's game: can EURO 2025 match or even surpass its achievements?

Women's EURO 2022 was a resounding success. Huge momentum was created, the bar was raised to new heights and new expectations emerged. But, one year on, we can see that national associations have capitalised on that success and that the potential of the women's game is limitless. UEFA's vision for the 2025 edition is for it to be the most watched, most attended and most sportingly compelling Women's EURO ever.

UEFA will introduce a new women's football strategy in 2024. What challenges should it address?

We need to ensure that we all move forward together and that we make the right decisions for the long-term development of the game. We should look at dedicated support for small and

middle-sized national associations to close the gap between nations, putting in place clear pathways for players, coaches and referees, and ensuring access to football for girls in all our communities.

The start of the new women's football strategy will coincide with a new overarching UEFA football strategy. How will the two complement each other?

The processes for the overarching organisational strategy and that of the women's football strategy are heavily aligned. The UEFA strategy will set the framework for the women's football strategy: the vision, values and some key focus areas. This will provide a baseline for the women's football strategy, which will set key goals, actions and priorities for the game by 2030.

What is your biggest hope for the new strategy?

That together we keep on building on the unique strengths of women's football and that, when we speak about football in the future, we don't have to stress that it includes women's football.

"Together, strategy development programmes, additional finances, transformed competitions and UEFA's insights and initiatives have had a profound impact on the progress of the women's game."



COMPETITIONS

18 Competitions map

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28 Club competitions

32 Regions' Cup

34 Youth competitions

38 Futsal competitions

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COMPETITIONS



SPORTING MERIT

With qualification based purely on sporting merit, every player in every club in every European league can pursue the dream of playing in our men's and women's competitions.



PLAYER PATHWAYS

UEFA youth competitions provide pathways for talented players aspiring to a professional career.



VIRTUOUS CIRCLE

We evolve our competition formats to raise standards. More excitement attracts more fans, increasing revenue to share with clubs and associations for investment in the game's development.

2022/23



highlights



UEFA European Under-21 Championship

Georgia and Romania co-hosted a record-breaking final tournament on and off the pitch.



First Women's Finalissima

European champions England met Copa América Femenina holders Brazil in front of 83,132 fans at Wembley.



Club class

Manchester City reached new heights as they claimed the UEFA Champions League for the first time.



UEFA Nations League

Competitiveness and strength in depth defined the third edition of a competition that continues to go from strength to strength.



UEFA Regions' Cup

Europe's premier amateur competition returned to give the continent's best grassroots players their time to shine once again.



National team competitions

Club competitions

Women's Finalissima

Host city: London
England 1-1 Brazil (4-2 pens)

Winners: England**Super Cup 2022**

Host city: Helsinki
Real Madrid CF 2-0 Eintracht Frankfurt

Winners: Real Madrid CF**Nations League 2023**

Hosts: Netherlands
Croatia 0-0 Spain (4-5 pens)

Winners: Spain

CHAMPIONS OF EUROPE 2022/23

Fifteen cities spanning the length and breadth of Europe hosted the finals of 16 UEFA competitions across the season. While winners old and new claimed the trophies, the collective impact of each competition resonated across the European football pyramid – both on and beyond the pitch.



MAINTAINING MOMENTUM AND SPURRING COMPETITION

Spain won the latest edition of the men's Nations League, which continues to re-energise the international calendar with more exciting, competitive matches – and UEFA is set to leverage its women's competitions to follow suit.

There was a new name on the UEFA Nations League honours board in June as Spain became the competition's third winners. The finals in the Netherlands featured the hosts together with Croatia, Italy and Spain – and concluded with Spain celebrating a final shoot-out triumph over Croatia after a goalless draw at De Kuip.

Beyond Spain's victory lies a broader success story: since its inception, the Nations League has provided a platform for more competitive and meaningful matches – without adding any fresh dates to the calendar – and during 2022/23 it continued to give national teams at all levels fresh opportunities.

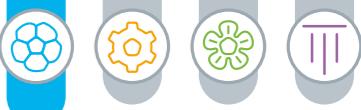
Thirty-three national teams have earned at least one promotion, which highlights how they are able to generate momentum via the competition. As well as climbing the Nations League ladder, they improve their chances of a more favourable draw in the European Qualifiers, so creating a virtuous circle.

Scotland offer a good example. Like Hungary, Israel and Serbia, they were in League C in 2018/19 yet will begin the next edition in League A. Indeed, they have the highest Nations League win percentage (62.5%) of any team and, in 2021, provided a perfect example of the ripple effect in action, with their first men's EURO participation since 1996.

Overall, eight countries have achieved two promotions since 2018, including Georgia, whose win percentage (61.1%) reflects their efforts in climbing from League D to League B of a competition whose structure ensures a greater degree of competitive balance.

This, in turn, brings more interest from supporters, media and commercial partners – an important consideration for UEFA, which sees as vital the significance of national team competitions in boosting the resources of its member associations as they continue to recover from the financial hit of the COVID-19 pandemic. The interest of fans was manifest during the 2023 finals, with the four matches in Rotterdam and Enschede drawing an overall attendance of 126,200 – 95% of the stadiums' combined capacity. That interest was mirrored outside the stadiums as well, with the 2022/23 Nations League as a whole attracting a projected cumulative global live viewership of 557.8 million plus 2.7 billion interactions across social media and UEFA.com.





FUTUREPROOFING THE FORMAT

The next Nations League, starting in September 2024, will build on the competition's sporting and commercial success, with a new knockout round linking the group phase ending in November with the finals played in June 2025. This amendment followed an extensive consultation process with member associations and gained approval from the UEFA Executive Committee in January 2023.

The revised format will entail quarter-finals involving the League A group winners and runners-up, who will play each other home and away, with the winners qualifying for the final four. Similarly, the third-ranked sides in League A and runners-up of



"The introduction of the Nations League was a success story. By introducing the knockout phase, teams will be given even more opportunities to progress, while keeping the same number of games within the international match calendar."

Aleksander Čeferin
UEFA President

League B, as well as the third-ranked sides in League B and runners-up of League C, will play home-and-away promotion/relegation play-offs. It means yet more competitive games and exciting matchups, with added value for players and fans.

The Executive Committee also approved a more consolidated format for the European Qualifiers for the UEFA EURO and the FIFA World Cup, which will feature 12 groups of four or five teams.

REVOLUTIONISING WOMEN'S NATIONAL TEAM FOOTBALL

UEFA is looking to replicate the success of the men's Nations League format in the women's game as part of a new two-phase national team competition system that ultimately leads to qualification for the Women's EURO or the FIFA Women's World Cup.

Announced in November 2022, the first cycle of the new system was set to kick off in September 2023. The opening Nations League phase will have three tiers composed of groups of four or three teams playing each other home and away. The final standings will decide the make-up of a four-team Nations League final tournament in February 2024, plus – after promotions and relegations – teams' starting positions in the second part of the new system, a European Qualifiers phase, which determines qualification for Women's EURO 2025 in Switzerland.



The Nations League semi-finals will also determine which two teams join hosts France as European representatives at the 2024 women's Olympic football tournament. If France are among the finalists, the third-placed Nations League team will fill the remaining Olympic Games slot.

The emphasis on better-balanced groups and promotion/relegation will result in more competitive,

exciting matches. Together with the approval of a first-ever minimum standards framework (see pages 62–63), the new competition system is one of several measures that UEFA has taken to level the playing field for women's national team football across Europe.

IN DEPTH

WOMEN'S FINALISSIMA TAKES CENTRE STAGE AN OCCASION TO WOW WEMBLEY



ENGLAND – AND WOMEN'S FOOTBALL – HAD FRESH REASON TO CELEBRATE AS THE FIRST WOMEN'S FINALISSIMA TOOK PLACE IN LONDON.

6 April 2023. Wembley Stadium on a spring evening with 83,132 spectators in the stands – one of the all-time-high women's football match attendance figures and the highest of the 2022/23 European season – and a dramatic denouement on the pitch.

Less than a year after England had claimed their maiden international trophy at the same venue, it was the perfect way to mark another memorable landmark in the women's game – the inaugural Women's Finalissima, which saw Women's EURO 2022 winners England defeat Brazil, reigning champions of the Copa América Femenina.



Speaking after her team's 4-2 shoot-out success, England midfielder Keira Walsh's words captured the powerful sense of occasion. "For women's football to have this for the first time and for England to be a part of it is a very special feeling for us and for the fans."

"It's so exciting to have all these people here," added her coach, Sarina Wiegman, who had seen England take a first-half lead through Ella Toone before Brazil drew level in stoppage time with an Andressa Alves goal. The ensuing shoot-out saw Mary Earps, England's goalkeeper, save Tamires' penalty before Chloe Kelly, repeating her feat of the Women's EURO final, converted the winning kick.



The success of the first Women's Finalissima, which followed the men's equivalent between Italy and Argentina, is among the fruits of ever-deepening cooperation between UEFA and CONMEBOL, the South American football confederation. In December 2022, the two confederations announced an operational agreement on the mutual recognition of coaching qualifications and competencies and a technical agreement for coach development.

"For women's football to have this for the first time and for England to be a part of it is a very special feeling for us and for the fans."

England's Keira Walsh

ONE YEAR TO GO!

#unitedbyfootball

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EUROS ON THE HORIZON

Preparations for UEFA EURO 2024 and UEFA Women's EURO 2025 gathered pace during the 2022/23 season, with anticipation building for what are set to be two of the most competitive and sustainable football tournaments yet.

As the season came to an end in June, UEFA celebrated the start of the UEFA EURO 2024 countdown. With just 12 months to go until the tournament kicks off in Germany, the Henri Delaunay Cup went on display in Berlin. In perfect synchronisation, official countdown clocks started ticking in prominent locations across the ten host cities, while skill challenges offered local fans an early chance to win match tickets.

For national teams, the EURO 2024 timeline began on 9 October 2022, when the qualifying draw was held at the Festhalle exhibition centre in Frankfurt. With seedings based on final rankings in the 2022/23 Nations League, the sides were drawn into ten qualifying groups; group winners and runners-up would qualify directly for the final tournament. Those that missed out would have the chance to qualify for the three remaining slots via play-offs decided by Nations League positions.



Face of EURO 2024

The Frankfurt draw also saw the launch of a recruitment programme for the myriad volunteers whose behind-the-scenes roles in the host cities and stadiums are so critical to the tournament's success. By the end of the season, 19,000 people had registered interest in 25 different areas of activity – 3,000 more than the overall allocation.

"The volunteers are the faces of this tournament, but also ambassadors for Germany," said tournament director Philipp Lahm. "We would be very pleased to have as many candidates as possible to be part of this amazing European sporting event." Additionally, the first match tickets were set to go on sale on UEFA.com in October 2023.

EURO 2024 aims to set new standards for social, environmental and economic sustainability at major sports events. As such, corporate responsibility is one of the

Meet Albärt the bear

Before Germany faced Colombia in a friendly at the Arena AufSchalke in June 2023, Albärt the teddy bear was introduced to the world as the official mascot for EURO 2024. Named after an online vote involving UEFA.com users and German schoolchildren, Albärt made his debut at a Gelsenkirchen primary school, kicking off his #MakeMoves tour of European schools to promote the benefits of physical exercise. "You can't lay the foundations for motion, playfulness and team spirit early enough. This mascot will deliver that powerful message," said tournament ambassador and DFB vice-president Celia Šašić.



event's foundational elements, with UEFA and the German Football Association (DFB) developing a EURO 2024 environmental, social and governance (ESG) strategy. Initiatives include the clustering of match schedules to reduce travel, and a focus on safeguarding human rights. Germany's federal ministry of labour and social affairs, for instance, has helped to develop a sustainable supply chains road map that will be implemented for the tournament.



Doubling down

Soon after matchday 2 of the men's EURO qualifiers had come to a close in March, the UEFA Executive Committee announced the Swiss Football Association as hosts of Women's EURO 2025 – a first for the country.

The Swiss FA, which has set a target of selling all of the 725,000 or so tickets available for the tournament's 31 matches, will seek to emulate the success of the previous edition in England. That event became the most-watched Women's EURO ever and served as a catalyst for a nationwide surge in attendance and participation rates for women's football.

The Swiss FA believes hosting EURO 2025 can make football the most popular sport for women and girls nationwide. It will start from a position of strength. A recent push to promote women's football has seen the number of licensed female players rise from 20,000 in 2016 to 25,000 in 2020. At grassroots level, Switzerland has run a UEFA Playmakers programme since 2021. To date, over 700 young girls have attended sessions, designed to start a lifelong love of the game.

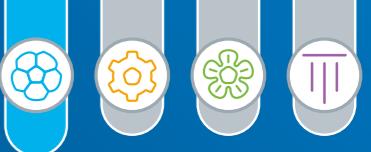
As with the men's EURO, a strong emphasis will be placed on social legacy and sustainability, and projects are already under way to reduce the carbon footprint of the tournament. The organisers have

already embraced circular economy models in line with UEFA's guidelines, aiming to minimise waste wherever possible.



● ● ●
"I loved UEFA Playmakers, especially the games and the coaches, who were nice, great and well prepared. I want to continue playing football."

Leonor
Five-year-old Swiss UEFA Playmakers participant



A LEAGUE OF THEIR OWN

Records tumbled on and off the pitch at the European Under-21 Championship finals, with England winning the title for the first time since 1984 in the midst of all-time high attendances.



The tournament, staged jointly by Georgia and Romania, finished with England claiming a 1-0 triumph in the final against Spain and, in the process, breaking new ground. They were not only the first team to win six matches in the expanded 16-team format but also conceded no goals in doing so.

Fans embraced the 2023 final tournament with record-breaking force: the combined attendance of 316,023 marked a significant leap from the previous high of 243,995 set at the 2017 finals in Poland. Millions more followed on television and online, as comprehensive and innovative broadcast and digital coverage resulted in several eye-catching numbers – for example, cumulative live viewership of 32.7 million across 15 TV and five streaming markets



“The legacy of the tournament will be invaluable for Georgian football. The newly built and renovated high-quality training and playing facilities are already serving to develop the domestic game.”

Levan Kobiashvili
Georgian Football Federation president



“We recorded the largest attendance at an Under-21 match in Romania, and for the Romanian Football Federation it was also an opportunity to consolidate our management and event organisation teams. This is a really great legacy.”

Răzvan Burleanu
Romanian Football Federation president

for the group stage alone. The Under-21 section of UEFA.com attracted 1.9 million visits and 4.6 million page views over the course of the finals, and UEFA’s three main Under-21 social media accounts registered 52,000 new followers between them – helped in part by UEFA’s strategy of cross-sharing the best content across our @EURO2024 accounts.

The European Under-21 Championship provides young players with a platform to showcase their skills, with player of the

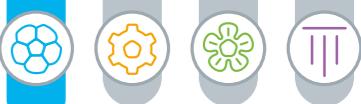
tournament Anthony Gordon, an English Premier League regular, underlining the calibre of players on show in 2023. The top scorer prize was shared by three players: Spain’s Abel Ruiz and Sergio Gómez, and Ukrainian Georgiy Sudakov.

UEFA’s analysts praised the technical and tactical quality of the football, citing, for instance, the way England and Spain dominated possession in the opposition half with excellent balance behind the ball. For the first time in an Under-21 final tournament, UEFA created a central platform allowing teams to access live tactical footage, instant post-match data and match reports.

Legacy in action
In addition to showcasing technical excellence, co-hosting an international tournament can be a powerful catalyst for developing a country’s sporting infrastructure.

In Romania, the material legacy of staging matches at EURO 2020 was apparent, with Bucharest’s Steaua and Giuleşti stadiums, built for EURO 2020, sharing the hosting duties along with the Cluj Arena and CFR Cluj Stadium in Cluj-Napoca. The project team were able to draw on first-hand experience of being part of the EURO 2020 local organising structure, including by engaging a team of 270 volunteers representing 13 different nationalities.

The Georgian Football Federation (GFF) invested government support for the finals in the renovation of both Tbilisi’s Meskhî Stadium and the Shengelia Arena in the western city of Kutaisi as well as the creation of five training centres across the country. Funding for the centres was supplemented by UEFA’s HatTrick programme, which reinvests senior men’s EURO revenue into football development projects.



EUROPEAN DREAMS OPEN TO ALL

The 2022/23 season was defined by footballing excellence, record engagement and the principles of sporting merit and access to all, with a total of 305 clubs taking part in UEFA competitions.



City at their brilliant best

The world's premier club football competition delivered a thrilling climax once again, as Manchester City claimed the prize they've long strived for in winning the UEFA Champions League in Istanbul. They edged past Inter Milan 1-0 in the final, but their campaign was defined by on-pitch excellence and dominant results, including wins against Sevilla (4-0), Leipzig (7-0), Bayern Munich (3-0) and defending champions Real Madrid (4-0). Forward Erling Haaland contributed 12 goals to City's overall tally of 32 – unsurprisingly, the competition high.

78 clubs
played a 2022/23 UEFA Champions League match

€2.94m
minimum payment provided to the 32 group stage clubs

Dare to dream

From the preliminary round to the final, 78 clubs played a 2022/23 UEFA Champions League match. Across the three men's competitions, nine clubs made their European group stage debut this season, including three from countries that were represented in a UEFA club competition group stage for the first time: Kosovan champions Ballkani, Liechtenstein's Vaduz and Žalgiris from Lithuania all broke new ground by appearing in the Europa Conference League.

It's illustrative of one of the key rationales behind establishing a third competition – providing new opportunities to more clubs than ever. With all 32 group stage sides receiving a minimum of €2.94m, it's a huge opportunity for smaller clubs – plus their fans. "I'd dreamt of this ever since childhood," expressed lifelong Žalgiris fan Jokūbas Plytnikas. "The recurring theme throughout those games was joy. Whatever happened on the pitch, we were super happy we'd got the chance to be there."

In 2022/23, UEFA men's club competitions generated total revenue of €3.69bn, of which €0.58bn was deducted to cover solidarity payments for both non-participating men's teams and the UEFA Women's Champions League, the share for sides playing in the qualifying rounds and overall organisational costs. Of the remaining €3.11bn in net revenue, an impressive 93.5% will be distributed to participating clubs.

Shared success

Fundamental to UEFA's club competitions is the principle of supporting clubs across all levels of the football pyramid, not just those competing for silverware. For the current cycle of men's senior club competitions, of which 2022/23 was the second season, the funding given to countries without clubs participating in our competitions was nearly double that of the previous cycle. Overall, solidarity payments to non-participating clubs have increased by nearly 150% since 2009/10, up to €172.2m.

The principle has been reinforced in the revamped UEFA Women's Champions League as well, with solidarity payments introduced for the 2021/22 season. Each national association with at least one club in the 2022/23 edition received a share of

Evolution of solidarity payments to non-participating clubs in UEFA men's club competitions (€m)



€5.6m to distribute equally among their non-participating top domestic clubs. UEFA plans to further increase support as part of its new post-2024 men's club competition cycle.



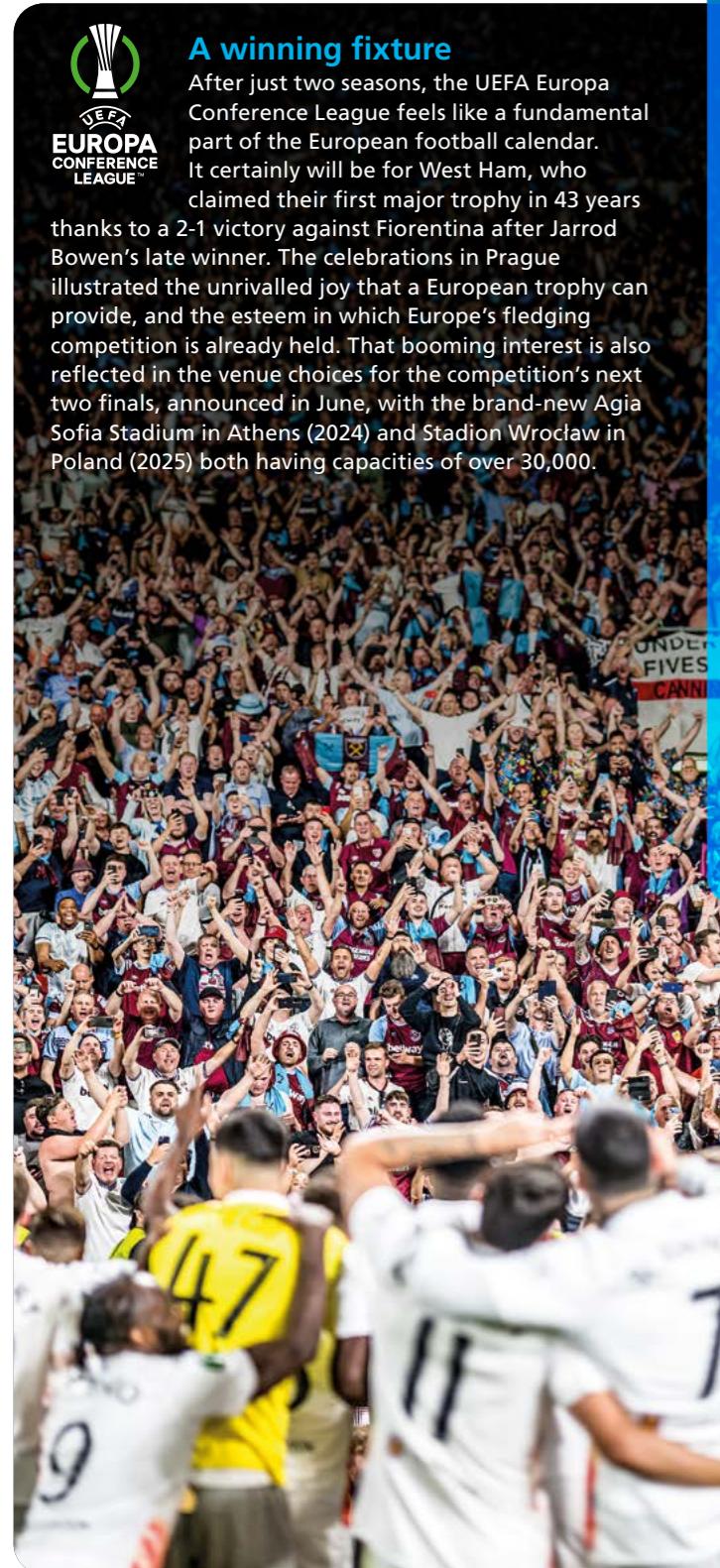
Sevilla's seventh heaven

Sevilla claimed a remarkable seventh UEFA Europa League title in Budapest, all the more impressive for doing so during a difficult domestic season in which they finished 12th in LaLiga. Captain Ivan Rakitić summed up the special place the UEFA Europa League has in Sevilla hearts: "We say that there is no team who loves this competition as we do, and this saying is not just marketing; we feel it." Their final opponents, Roma, fell one match short of a novel European double, having qualified via their UEFA Conference League victory in 2021/22.



A stirring UEFA Women's Champions League

The second season of the revamped Women's Champions League competition cycle built on the success of the first, again delivering increased supporter numbers and gripping matches, contributing further to our women's football strategic priorities of transforming competitions and greater visibility. In the final, staged in the Netherlands for the first time, Barcelona claimed their second title with a spectacular comeback from two goals down against Wolfsburg. Other thrillers included Roma's 4-3 group stage victory over St. Pölten and Wolfsburg's two dramatic semi-final legs against Arsenal, which ended 5-4 on aggregate after extra time. The competitive nature of the 2022/23 edition and the on-pitch appeal was reflected in an overall 29% rise in supporter numbers on 2021/22. "It's one of the greatest competitions in world football. I believe every child dreams about this tournament," said AS Roma defender Elisa Bartoli ahead of the quarter-finals.



Fan fervour

A winning fixture

After just two seasons, the UEFA Europa Conference League feels like a fundamental part of the European football calendar. It certainly will be for West Ham, who claimed their first major trophy in 43 years thanks to a 2-1 victory against Fiorentina after Jarrod Bowen's late winner. The celebrations in Prague illustrated the unrivalled joy that a European trophy can provide, and the esteem in which Europe's fledgling competition is already held. That booming interest is also reflected in the venue choices for the competition's next two finals, announced in June, with the brand-new Agia Sofia Stadium in Athens (2024) and Stadion Wrocław in Poland (2025) both having capacities of over 30,000.

Across TV, digital and social media channels, 450 million people interacted with the UEFA Champions League final, up 40% compared with the 2022 showpiece, including an estimated average global TV and streaming viewership of 150 million. The UEFA Europa Conference League final, meanwhile, attracted an estimated average live audience of 30 million – a 50% increase from 2022 – and was broadcast in more than 200 territories. In total, 34 different host broadcasters transmitted matches across the competition. Notable attendance landmarks were registered, too: the UEFA Women's Champions League final was played in front of a maximum capacity crowd for the first time, while 20 clubs broke their competition attendance records. Elsewhere, a record UEFA Europa League crowd of 90,255 was on hand to see Manchester United play Barcelona at the Camp Nou.



20 clubs
broke their
UEFA Women's
Champions League
attendance records

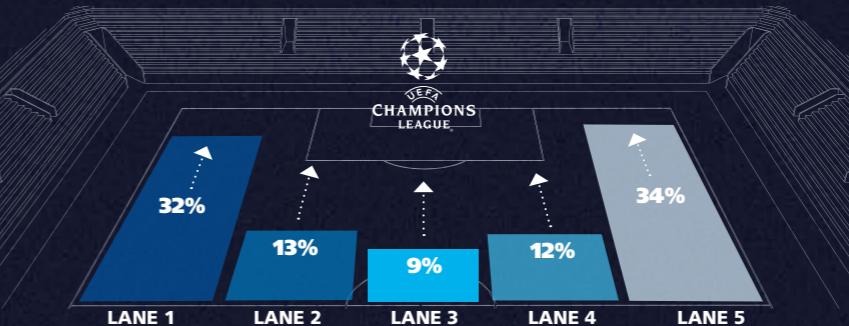


50%
increase on UEFA
Europa Conference
League final average
live audience

Technical reports provide tactical insight

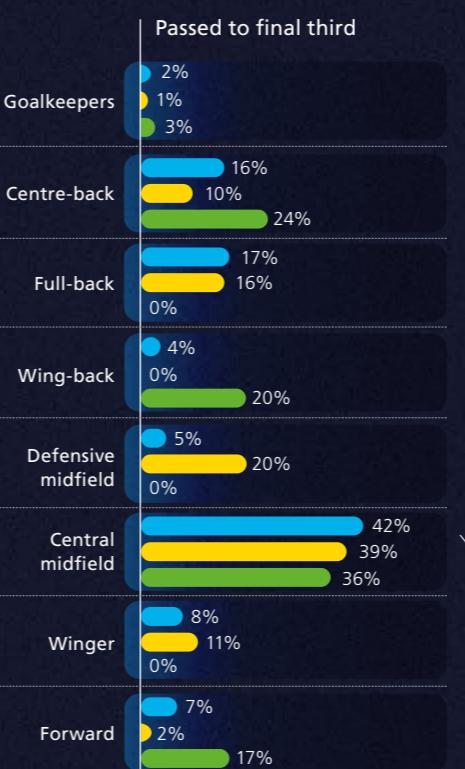
Every season, UEFA's technical observers produce in-depth reports for each of our major competitions, providing coaches and fans across Europe with detailed analysis of tactical trends. Drawing on examples from both the men's and women's Champions League competitions, we look at one of the key talking points from 2022/23: the routes that Europe's best teams are taking to goal.

Lane location of teams progressing into final third

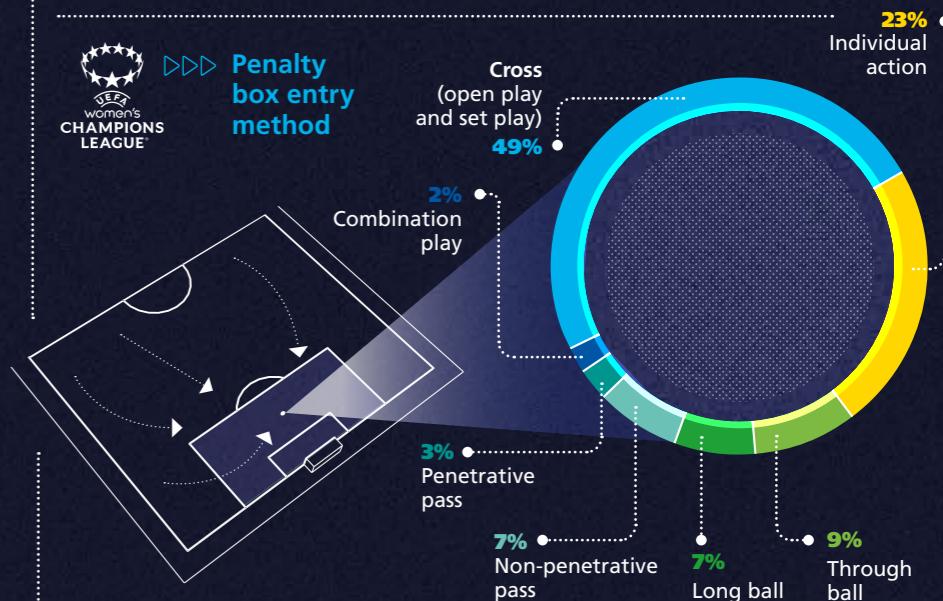


Passes into the final third by position

Average Man City Inter



Penalty box entry method



All our 2022/23 competition technical reports are available to read online at www.uefatechnicalreports.com.



Key takeaways

- Teams in both competitions favoured attacking via wide areas.
- UEFA Women's Champions League teams attacked centrally (lane 3) more frequently than UEFA Champions League teams.
- The winners of both competitions preferred one side of the pitch over the other:
 - Manchester City: **40%** through **lane 5**
 - Barcelona: **35%** through **lane 1**



IN DEPTH

'THIS MIGHT BE THE MOST IMPORTANT TOURNAMENT OF OUR LIVES'



THE REGIONS' CUP, THE UNOFFICIAL CHAMPIONS LEAGUE FOR AMATEUR PLAYERS, MADE ITS COMEBACK IN 2023 AFTER A FOUR-YEAR HIATUS.

Few competitions better illustrate UEFA's commitment to giving every player a chance to play on the European stage than the Regions' Cup – the pinnacle of amateur club football across the continent.

With 595 players on the starting grid for the 2022/23 edition, anticipation was palpable among Europe's perhaps lesser-known teams and talents for the competition's first edition since the COVID-19 pandemic brought football to a temporary halt in 2020.



Ahead of the final-eight tournament in northwest Spain, Aarón Rama, captain of host team Galicia and a civil engineer by trade, was unequivocal about what it meant to represent his region and country. "For us players, this might be the most important tournament of our lives," said Rama. "I can't describe the feeling when we realised we had qualified."

Rama and his team-mates did better than merely qualify, becoming the first team to win a Regions' Cup final by more than one goal with a 3-1 victory over Belgrade in front of a record crowd of more than 4,000.

Come one, come all —



6,500
players have appeared in the Regions' Cup



69
teams from **27** nations have appeared in the final tournament



10
different winners in **12** editions

Opportunity knocks

For most amateur players, who play for love of the game only, competing on the European stage is already a personal triumph. By day, Zlín skipper Petr Horák works as a warehouseman in his native Czechia, while Paweł Ślonecki, who wears the captain's armband for Polish side Dolnośląski, makes his living as an insurance agent.

Despite falling short of defending his side's 2018/19 title, Ślonecki relished the experience – on and off the pitch. "For a moment we can feel like professionals and we can test ourselves on an international stage," said Ślonecki. "For people like me it is the culmination of sporting ambition."

UEFA also creates a good atmosphere between the teams. We have the chance to get to know players from other countries.

"A tournament like this shows that UEFA recognises amateur footballers, and the level of the Regions' Cup confirms that football's governing bodies also appreciate such players."

That sentiment is echoed by Jim Boyce, who attended nine Regions' Cups as chairman of UEFA's Youth and Amateur Football Committee. "UEFA have got to be congratulated for introducing a tournament like this," he said. "This is the Champions League for amateur players. These are lads who play at the weekend and play mainly for fun, but they have an opportunity to play in a European competition, come to new countries and make new friends."

Best in class

The on-pitch excellence is testimony to the depth of quality across the amateur level of the football pyramid.

"The standard of matches at the Regions' Cup is very high," said Bavaria captain Sebastian Brey. "You have to be at your limit to be successful."

Equally, Ślonecki recognises that the Regions' Cup can serve as a launchpad for up-and-coming footballers aspiring to play at the highest levels of the game. "For young players, the Regions' Cup can be a ticket to the world of professional football," said Ślonecki. "So many players don't have a chance to show their abilities to spectators and coaches from higher leagues. This is a great opportunity to be seen."

Take Josip Juranović, for example; having played for Zagreb Region in the 2014/15 Regions' Cup, in 2022/23 he made six Champions League appearances for Celtic before joining Union Berlin in January and playing in the Europa League knockout stages. His story is a reminder that players from all walks of life and all corners of Europe can dare to dream.





LAUNCHING LEGACIES

Hungary and Estonia played host to the 2022/23 men's and women's European Under-17 Championships respectively.

The revenue generated by UEFA's senior competitions provides the funding for six youth competitions. Each leaves a lasting legacy – on and off the pitch. Host countries invest in better facilities, promising young players gain valuable experience of international tournament football, and high-quality matches inspire more youngsters to take up the game.

Men's Under-17 Championship

At the Hidegkuti Nándor Stadium in Budapest, Germany



claimed a second men's Under-17 Championship title by defeating 2022 champions France on penalties after a 0-0 draw. Their title charge was spearheaded by Dortmund's Paris Brunner, a joint top scorer and the player of the tournament – just one of the many players who grasped the chance to make their mark on the international stage.

They are set to follow a well-trodden path from European age-limit to senior football: in its previous iteration as an Under-16 tournament, the competition provided a platform for Thierry Henry's and Luís Figo's

early steps on the international stage, while the illustrious list of former Under-17 Championship players includes Toni Kroos, Cristiano Ronaldo and Erling Haaland.

Hungary's most-capped senior player, Balázs Dzsudzsák – a tournament ambassador – started his international career at Under-17 level and is in no doubt about the importance of the experience. "Such tournaments teach you how to keep in shape every third day when there is a match. It also teaches you how to handle mental pressure. This tournament at such an age is a huge step in a player's life."



60%
rise in Under-10 girls' participation targeted in Estonia

Establishing a clear development pathway for elite young players is one of the fundamental principles behind UEFA's youth tournaments. "This title is so important," affirmed Germany coach Christian Wück after his side's success. "Especially for youth and talent development in Germany. This is proof that we do have talent... and we can provide players for the senior team."

UEFA's funding model seeks to ensure that it's an opportunity open to as many young players across Europe as possible. Every four years, a portion of the development funds generated by the senior men's EURO is available to help associations cover the costs of entering our youth competitions. In 2023, Wales became the 41st UEFA member to play at the Under-17 finals, while Cyprus will become the 42nd as hosts of the 2024 edition.

Women's Under-17 Championship

France's Under-17 women succeeded where their male counterparts failed by winning their Under-17 championship final against Spain, 3-2, at the Lilleküla Stadium in Tallinn.

While France became only the fourth nation to win the women's title, the impact of the tournament should not be measured purely by results on the football pitch. The Estonian Football Association sought to leverage the unique opportunity offered by hosting the Women's Under-17 Championship to supercharge women's football across the country at grassroots and senior levels, targeting a 60% rise both in participation numbers in the Under-10 age group and the number of licensed female coaches.

To achieve its ambitious goals, the Estonian FA is strengthening all levels of its women's football pyramid: creating a new Under-9 girls' league; establishing nine women's teams within top-level clubs; training 40 UEFA-licensed coaches and two female coach educators; and launching an education programme involving 40 school and nursery teachers.

As the chair of UEFA's Women's Football Committee and general secretary of the Estonian FA, Anne Rei is perfectly placed to assess the potential impact of hosting the tournament. "After the tournament, hopefully many girls will be motivated to take up the game," she said. "In Estonia, we still have to focus on participation numbers, to encourage clubs to take up women's football."

Rei also highlights the opportunities UEFA youth tournaments present for giving current players a pathway to the top. "They are vital to the development of young female players. At these tournaments they can experience the demands of an international tournament at European level. The impact can be seen with the senior national teams, with many of today's most prominent players starting their international careers at women's Under-17 level."

New youth championship format approved

UEFA constantly evaluates and evolves its competition structures to deliver the best outcomes for its members and for players. In June 2023, the UEFA Executive Committee approved new formats for UEFA's men's youth championships that guarantees associations more competitive matches and more opportunities for player development.

From 2024/25, qualifying in the Under-17 Championship will consist of two rounds of single-venue mini-tournaments, culminating in an eight-team final tournament. Teams will be split into two leagues, A and B, for the second qualifying round, with promotion and relegation between the leagues reflected in the first round of Under-19 qualifying for the same age cohort (e.g. the 2026/27 Under-19 Championship in the case of the 2024/25 Under-17 competition). Similar changes will be rolled out at Under-19 level in 2026/27.





GIVING YOUTH A CHANCE



AZ Alkmaar's young stars capped off a thrilling campaign by becoming the first Dutch champions of the UEFA Youth League.

AZ Alkmaar beat Eintracht Frankfurt, Barcelona, Real Madrid and Sporting CP on their way to the 2022/23 final before impressing in a 5-0 victory over Hajduk Split to claim the club's first major European honour. The competition's stature in the European football landscape was reflected in the thousands of fans that followed Hajduk's journey to the final, with the showpiece event having to be moved from its traditional venue in the Swiss town of Nyon to the Stade de Genève, along the road in Geneva, to accommodate the travelling support.

This tenth edition of the Youth League was contested by 64 clubs, split into two qualification routes. The Champions League path features the Under-19 teams of the 32 UEFA Champions League group stage qualifiers, while the youth champions of the top 32 associations in the UEFA coefficient rankings qualify via the domestic champions path.

New opportunities

As well as providing a new winner, the 2022/23 season marked further exciting breaks with tradition: for the first time, the two finalists qualified through the



domestic champions path; none of the semi-finalists – AZ Alkmaar, Hajduk Split, AC Milan or Sporting CP – had ever reached the final four; and Hajduk are the first Croatian club to have reached any UEFA final.

The Youth League's competitiveness offers a highly effective platform for young players to break into their senior teams. Bayern Munich's Leroy Sané is among a growing number of Youth League alumni who have graduated from appearing in the competition to establishing themselves as key players for club and country.

"For us it was a massive experience," recalls Sané, who represented Schalke 04 in the 2013/14 and 2014/15 Youth Leagues. "You play against teams that you don't normally face at the youth level, and since there are not many tournaments abroad, it's a really good comparison to measure yourself against teams from other countries."

"It was something really special," adds Sané. "It helped me a lot, because you come up against different playing styles in different countries, which is always a new and different challenge."



"[The Youth League] helped me a lot, because you come up against different playing styles in different countries, which is always a new and different challenge."

Leroy Sané
Germany and Bayern Munich

Centre-back António Silva is another recent breakout star. After playing a pivotal role in guiding Benfica to their first Youth League title in the 2021/22 season, Silva played nearly every minute of Benfica's title-winning domestic campaign in 2022/23, as well as appearing in the Champions League. Likewise Inter Milan's Kristjan Asllani, Chelsea's Mykhailo Mudryk and Paris Saint-Germain's Warren Zaire-Emery all thrived in the competition.

A platform for development
Like UEFA's other youth competitions, the Youth League is about more than growth on the pitch. Each season, we organise educational initiatives that contribute to the all-round development of young players. The 2022/23 edition was no exception.

All 64 participating squads were invited to watch and discuss at least one of the five episodes of UEFA's OUTRAGED documentary – an exploration of racism, sexism, homophobia, refugee discrimination and online abuse through the personal experiences of well-known footballers.



Each Youth League player is also asked to download the UEFA For Players app. Offering 15 hours of educational content, the platform gives advice and information on the challenges players may face during a professional football career.

A new, expanded format

In June, the UEFA Executive Committee approved a new format for the Youth League to ensure more European clubs and players can benefit from the sporting and social education that comes with participation.

From the 2024/25 season, the domestic champions path will be expanded to include youth champions representing all UEFA member associations – a significant increase on the current limit of the top-32-ranked associations. The Champions League path will also add four teams to its starting roster, matching the senior competition's shift to a 36-team league phase.





FUTSAL STEPPING FURTHER FORWARD

With rising participation across the continent and successful showpiece events, European futsal continues to go from strength to strength.



Women's Futsal EURO

Spain reign

UEFA Women's Futsal EURO 2023 concluded with Spain celebrating a third straight triumph following a 5-1 final victory over Ukraine – amid a broader sense of satisfaction at the strides being taken by women's futsal.

As with the men's competition, the platform of a major tournament has provided a welcome spur for the growth of futsal across Europe, with 24 countries participating in the qualifiers. Five years on from its first edition in 2018, the game has a high-profile, high-calibre competition that gives female players a goal to aspire to – and added incentive for associations to support teams.

It is Spain who continue to set the bar. Unbeaten across the first two editions, they preserved that record in the 2022/23 competition, which concluded with a four-team final tournament at Debrecen's Főnix Arena in Hungary from 17 to 19 March.

They had to work hard to defeat semi-final opponents Portugal, runners-up in 2019 and 2022, recovering from Carla Vanessa's 21st-second opener before prevailing 3-2. The second semi-final was also closely contested, with Ukraine coming from behind to eliminate hosts Hungary through two Anna Shulha goals.

Just 48 hours later, Portugal defeated Hungary 12-0 to take third place before a 13th-second penalty from player of the

tournament Peque set Spain on the way to victory over Ukraine, whose silver medal marked a step up from bronze a year earlier.

Spain coach Clàudia Pons spoke afterwards of "the amazing job that is being done in the sport in Spain," while a broader sentiment was expressed by Ukraine captain Iuliia Forsiuk as she reflected on how the event provides a development boost for participants and beyond. "This tournament is very important for the promotion of women's futsal," Forsiuk said.

If the Women's Futsal EURO is one catalyst for growth, another will soon follow; FIFA announced in December 2022 the launch of the Women's Futsal World Cup, with the first edition set to take place in 2025.



Futsal Champions League

Mallorca breakthrough highlights strength in depth

There was a new name on the UEFA Futsal Champions League trophy in 2023 after debutants and hosts Mallorca Palma Futsal beat two-time winners Sporting CP of Portugal on penalties in the final. In front of a sold-out Velòdrom Illes Balears, Palma defeated Sporting 5-3 in a concluding shoot-out after a 1-1 draw in which Zicky had cancelled out Mario Rivillos' opening goal for the hosts.

The event represented a breakthrough moment, both for Palma, whose squad included only four players with UEFA club competition experience, and men's club futsal in Europe. The final-four appearances of Palma and Sporting Anderlecht Futsal – Belgium's first semi-finalists since 2007 – spoke of the sport's rising levels of competitiveness and participation. Some 56 clubs representing 52 of the 54 eligible national associations had lined up on the starting grid for the Futsal Champions League – more than double the number of clubs in the inaugural 2001/02 UEFA Futsal Cup. These numbers reflect the expansion of domestic leagues to places where futsal had little or no foothold – a process accelerated by UEFA financial support awarded to associations entering its futsal competitions through the HatTrick development programme, which channels European Football Championship revenue back into the game.



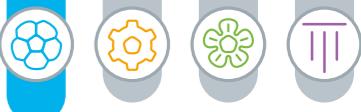
Finalissima bridges old and new worlds

New competitions continue to enhance futsal's appeal. The latest is the Futsal Finalissima, jointly organised by UEFA and CONMEBOL, the South American football confederation, which brought together the four strongest eligible teams from across the 2022 Copa América de Futsal and UEFA Futsal EURO 2022. Staged in Buenos Aires from 15 to 18 September 2022, the inaugural edition delivered an all-Iberian final after semi-final wins for Portugal over Paraguay (2-1) and Spain over hosts Argentina (3-0). After Paraguay had secured third place, Portugal lifted this new futsal trophy by defeating Spain 4-2 on penalties after a 1-1 draw.



56

clubs from 52 national associations competed in the 2022/23 Futsal Champions League



IN DEPTH

A DIFFERENT PATH TO THE TOP

MUCH MORE THAN SIMPLY AN INDOOR VERSION OF FOOTBALL, THE SYNERGIES BETWEEN FUTSAL AND THE 11-A-SIDE GAME PROVIDE UNIQUE OPPORTUNITIES FOR DEVELOPING PLAYERS ACROSS BOTH DISCIPLINES.



Having lifted nearly every futsal trophy available and being named the best player in the world a record six times, it may be surprising to learn that Portugal futsal legend Ricardinho – known as O Mágico (The Magician) – was told he was too short to play football as a teenager.

"Every child dreams to be a football player, and I was the same. It was a difficult moment for me when I was only 13 years old. They asked me to go for trials, but in the end they told me I was too small," reveals the now Futsal Champions League, Futsal EURO and Futsal World Cup winner. "I was heartbroken because I understood that it wasn't for a lack of quality but for a lack of something I couldn't control."

Thankfully, O Mágico's talents weren't to be lost from the game, one of his coaches encouraging him that there were many paths to success. For Ricardinho, that was futsal. The rest is history, with the Portuguese youngster going on to become one of the best to have ever kicked a ball across either discipline.

Futsal has been providing players with alternative opportunities to play the game since its invention by Uruguayan teacher Juan Carlos Ceriani in 1930. Except Ceriani was not offering players a different career pathway – simply a place to play football during the rainy season, when outdoor pitches were often flooded.

Almost 100 years later, the two formats – futsal and 11-a-side football – continue to complement each other, with the benefits working both ways.

Lionel Scaloni, Argentina's men's football head coach, has even gone so far as to attribute a portion of his team's 2022 FIFA World Cup success to futsal. "Many of the Argentina team started out playing futsal," he said. "The midfielders, above all, are players who get many touches of the ball and many of them began playing in different neighbourhoods around the country."

A few months after his national team's triumph, Scaloni extolled the virtues of the five-a-side game at the draw for the UEFA Futsal Champions League in Palma, where he lives.

"[Futsal] is directly linked to association and 11-a-side professional football, although we may not consider it so," he said. "In football, it is becoming more common to see teams trying to create numerical superiority with the goalkeeper, as is frequently seen in futsal. We also play one on one all the time."

● ● ●
"If I were five or six years old, I would start off playing futsal."

Lionel Scaloni
Argentina's men's football head coach



Júnior Messias credits his early grounding in futsal for giving him the skills to reach the pinnacle of football.

Streets ahead

Brazilian midfielder Júnior Messias, formerly with AC Milan and now of Genoa FC, credits his technical ability and short-passing acumen to the time spent playing futsal on the streets of his hometown. "In my town, we'd play virtually every weekend," explains Messias. "The thing with futsal is that it's fast-paced. Everything happens very fast."

There is growing evidence that just as Europe's associations are making futsal a key part of their strategies to grow the game, so futsal clubs recognise the format's

role in developing creative, intelligent footballers. Take Juventus's decision to hire Alessio Musti, the coach of the Italian national futsal side, to lead a programme integrating futsal into their youth teams.

For Scaloni, the benefits of playing futsal on football players' development and skills are irrefutable. "If I were five or six years old, I would start off playing futsal. It's vital that kids get lots of touches of the ball for the development of technique. I'm sure there would be better players with better technique and they would understand the sport much better."

Maintaining momentum

UEFA is leading the way in encouraging its member associations to build on futsal's growing popularity. We distributed more than €1m in funding among the 52 nations represented in the 2022/23 Futsal Champions League, while further grants are available for participants in our men's and women's national team competitions. UEFA's HatTrick programme has also provided the impetus for projects such as the construction of San Marino's new national futsal arena and the French Football Federation's conversion of outdoor sport spaces into dedicated futsal courts.

The inaugural UEFA futsal tournament is staged in Córdoba, featuring six teams

1996



2022

UEFA Futsal EURO features 16 teams for the first time



EVOLVING ENGAGEMENT

UEFA operates multiple platforms to connect with fans and to provide content to European football's global audience.



16m+

combined live and video-on-demand views during the 2022/23 season

2.2m

2023 European Under-21 Championship live match-streaming views in selected markets

6

episodes of the EQUALS women's football series, launched in January 2023

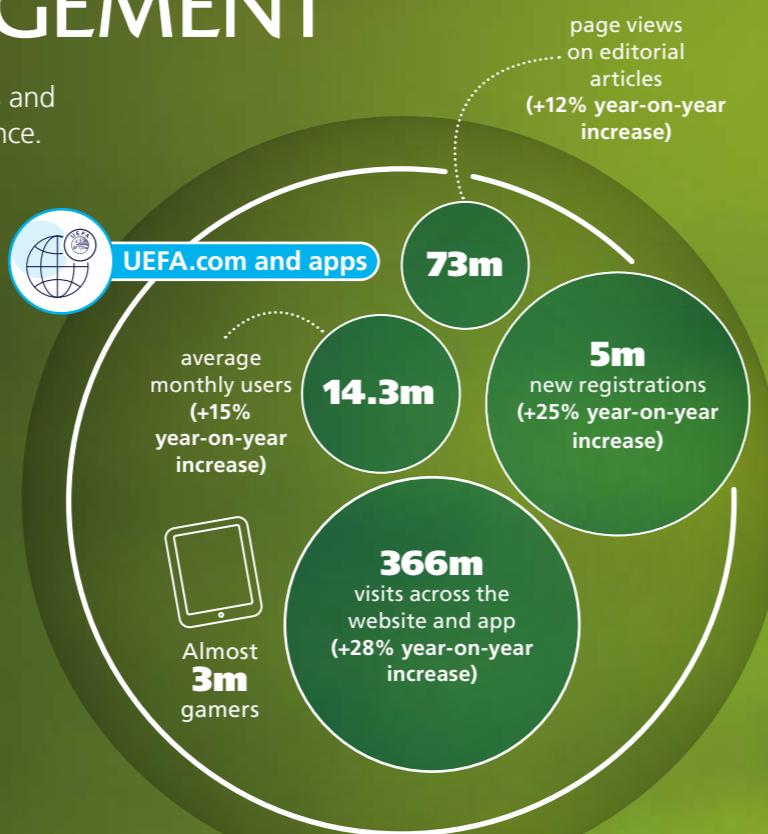


35m+

new men's Champions League followers

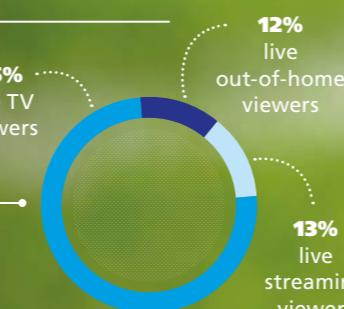
21,300

Europa League and Europa Conference league posts, and **3.3bn** views and engagements



1.7bn

cumulative live viewership of the men's Champions League – a **6% increase** on 2021/22



200+

broadcast markets for the Women's Champions League

77

broadcast partners for the Youth League

33%

increase on 2021/22 cumulative live viewership of the Super Cup

48.6m

projected average matchday viewership for Europa League and Europa Conference League





DEVELOPMENT

48 UEFA support programmes

52 Grassroots

56 UEFA Assist

58 HatTrick

60 Elite youth development

61 UEFA Academy

62 Women's football

64 Referees

65 UEFA Grow

66 Coaches





DEVELOPMENT



REINVESTMENT

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



SPORT'S BIGGEST SOLIDARITY FUND

Earnings from the men's EURO help UEFA's 55 member associations grow the game across the continent.



EVERYONE IN THE GAME

Our development programmes support everyone playing, running or supporting European football: from elite men's and women's players, coaches and referees to the youth and grassroots games.

2022/23



highlights



Empowering grassroots

A new grassroots charter and a club development framework further strengthen the community game.



Coach education

An updated women's football competence framework plus new goalkeeper coaching specifications strengthen development pathways.



Beyond Europe

Joint UEFA-OFC Under-15 development tournament offers new opportunities for elite players outside Europe.



Growing collaboration

All 55 member associations attend UEFA's first conference on finance and human resource management.



Women's football

UEFA develops the first minimum standards framework for women's national teams in Europe.



UEFA'S DEVELOPMENT PROGRAMMES

UEFA draws on net earnings generated by its competitions to run five football development programmes. Each offers specific types of support to our 55 member associations that together benefit the entire football pyramid.

HatTrick

Direct funding support

Redistributes men's EURO net earnings to associations for investment in development and infrastructure projects as:

Lump sums for each association every four years to invest according to strategic priorities.

Annual payments to help cover association running costs, governance projects, national team travel expenses, 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).

UEFA Academy

Personal development support

Runs educational and research programmes to help administrators, players and specialists develop careers in a range of football-related activities. Courses include communications, corporate social responsibility, finance, governance and law.

In 2022/23, 922 students representing 456 organisations from across the global football community – confederations, associations, leagues and clubs – graduated from 19 UEFA Academy courses.

Grow

Strategic development support

Offers on-demand strategic skills that help associations to align 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.

Assist

Strategic development and direct funding support

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.

Solidarity payments

Direct funding from UEFA club competitions

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: payments earmarked exclusively for investment in youth development programmes and/or local community schemes.

In 2022/23, 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: payments used for development only. Associations represented by at least one club are eligible for UEFA solidarity funds to distribute equally among non-participating clubs. In 2022/23, this was equivalent to 20% of the total amount available through the competition's financial distribution model.



Q+A

ZVONIMIR BOBAN



'Young players need time and space to nurture their talent'

Zvonimir Boban, UEFA's chief of football and director of technical development, emphasises the importance of creating the best possible conditions for attracting, nurturing and protecting talented footballers – at all levels of the footballing pyramid.

Since joining UEFA, what have you experienced about the less visible side of the governing body's mission – how it reinvests competition revenue back into the game?

UEFA channels a substantial portion of revenue generated by our competitions into its football development

programmes, in particular four closely connected areas: grassroots football, youth football, coach education, and performance and match analysis. While this investment often goes unnoticed by the global audience, it plays a vital role in supporting clubs and national associations in their efforts to nurture football talents.



Based on your personal experience in Croatia, what are the secrets of a successful grassroots development programme?

I'll refrain from drawing parallels between today's grassroots football and my childhood experiences as a boy growing up in Croatia. Life and society have changed significantly. I played football when and where I could. Street football helped to sharpen my technique, dribbling skills and creativity. Today, children are involved in lots of activities outside of school. They have way less free time than we used to. This is precisely why we must improve accessibility and provide lots of opportunities for the current generation of boys and girls to play our beautiful game.

UEFA provides coaching licences at all levels of the football pyramid – how is UEFA's Europe-wide coaching network working together to increase participation levels, particularly at grassroots/amateur level?

Introducing UEFA C diploma courses as part of our overall coaching convention has encouraged closer collaboration between the coach education and grassroots sectors of national associations. As a consequence, we have seen a notable rise in both the quantity and calibre of coaches involved in grassroots-level football. Our educational events have brought together coaching and grassroots experts from across Europe, creating communities of best practice where innovative coaching techniques and ideas can be discussed and exchanged.



What do you see as UEFA's main football development challenges?

At a time when football is undergoing rapid evolution, we must recognise that young players need time and space to nurture their talent. Striking the right balance between encouraging individual growth and participating in elite competitions continues to pose a challenge. At the elite level, the environment in which young players find themselves plays a critical role in shaping their development pathway.

Do you think UEFA could do more to inform active players and coaches about UEFA's development work? Are there plans in this respect?

In addition to our existing activities, in the 2023/24 season we will introduce the UEFA youth football forum, which will allow national teams, club coaches and academy directors to share first-hand experiences and lessons learned from nurturing talented young players. The UEFA Football Board is undeniably another step in the right direction. Its unique blend of experience and expertise is exactly what football needs today.

What drove the decision to establish a UEFA Football Board?

The board's creation ensures that the perspective from the pitch resonates at an institutional level. Players and coaches should lead discussions about the future of football. It is an honour for us to be part of such a sincere dialogue. With this kind of collaborative effort, we are confident that we can safeguard the integrity of our beautiful game.

How is UEFA leveraging the expertise of coaches and players on the board?

The board provides an independent voice of experience and expertise on

fundamental football-related topics, including the Laws of the Game, refereeing, match calendars, youth development and players' well-being.

Would you have appreciated this kind of platform when you were still a player?

Absolutely! Players always feel that they can offer valuable insights and perspectives on football. During my younger years, such opportunities were not available. It makes me proud that we now have a proper forum for players and coaches to share their thoughts and ideas.

"At the elite level, the environment in which young players find themselves plays a critical role in shaping their development pathway."



EMPOWERING THE FOOTBALL COMMUNITY

Approval of a new UEFA Grassroots Charter, which complements our four-year grassroots strategy, is destined to play a key role in helping associations strength the first layer of European football's pyramid structure.

Since its introduction in 2004, our grassroots charter has enshrined the commitment of every UEFA member association to delivering on a pan-European vision: ensuring that "everybody, everywhere has the opportunity to play football in a safe, fun and positive environment".

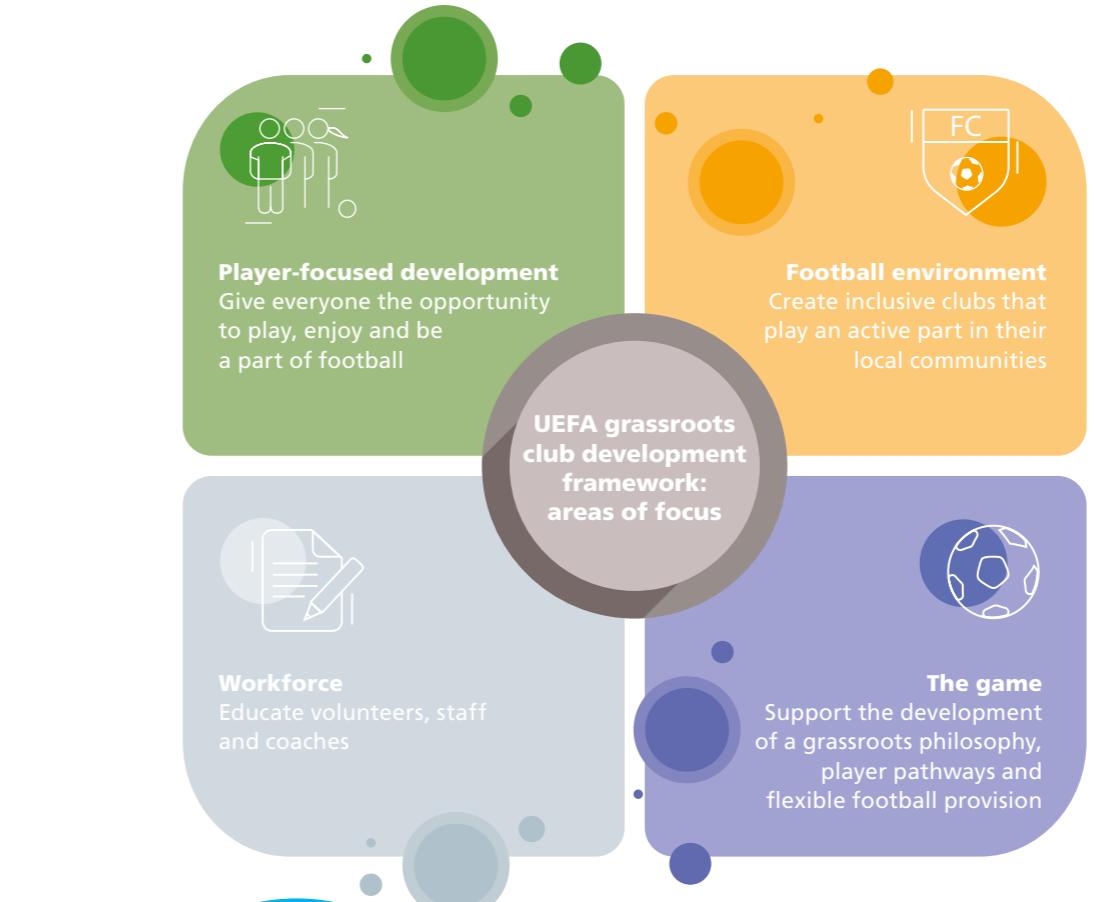
The charter represents a legal contract between UEFA and its 55 member associations recognising that only a collective effort will achieve our vision – from national and regional associations

to clubs, schools and other relevant organisations. On the one side, by signing the charter, each association commits to meeting specific minimum standards established by UEFA for the development of grassroots football. On the other, UEFA commits to support these activities, both in the planning and implementation phases, through education, mentoring and funding.

In June 2023, the Executive Committee approved the latest version of the charter – the final step in a four-year consultative

process involving numerous in-person seminars, webinars and best practice sessions. All 55 associations also had the opportunity to share live feedback at the 13th UEFA Grassroots Conference in September 2022. The new charter will work in parallel with our four-year strategy – the Grassroots Club Development Framework – which provides a structure to guide associations in drawing up grassroots plans tailored to local requirements.

As with previous charters, national associations will be eligible for HatTrick



and online education sessions for association focal points.

Grassroots club development framework: UEFA unveiled its grassroots club development framework at the Madrid conference. Given the vital role that local clubs play in strengthening the grassroots game at all levels, the framework specifies four key areas for associations to address in their strategic plans (see graphic).

Football in Schools: UEFA's four-year Football in Schools programme, which recognises the pivotal role of schools in introducing young children to the game, remains on course to benefit three million pupils in more than 80,000 schools throughout Europe by 2024. Recognising the programme's outstanding success, the Executive Committee has extended HatTrick funding through to 2028. Of the €1m available for associations to invest in grassroots football projects over four years, €50,000 should be earmarked each season for Football in Schools initiatives.

2022/23 season highlights

Disability football: UEFA rolled out an eight-point plan for developing disability football, supported through in-person

Innovative new partnership with EA Sports

Recognising the potential for the digital game experience to inspire a lifelong love of sport, in 2022/23, UEFA laid the foundations for a multi-year partnership with FC Futures – an EA Sports initiative that invests in the development of community-level football. Drawing on technical input from our own grassroots experts, by the end of 2023, EA Sports will release a free-to-access, online library of training drills for coaches, teachers and players to use in real-world practice sessions. The library offers tips and guidance from legendary footballing stars in six languages designed to help grassroots players improve fundamental skills: passing, dribbling, 1v1 defending and finishing.

"FC Futures is focused on developing community level football worldwide. That's why it's such an honour to have UEFA's support and backing," says EA Sports senior director James Salmon. "We share the belief that integrating real-world football with the digital gaming experience offers the chance to captivate players, old and young, all over the world. The lines between virtual and physical football are blurring, it's a crucial step to inspiring the next generation of football lovers across the globe."





A GAME FOR ALL

The 2022/23 UEFA Grassroots Awards celebrate the people and organisations who show how football contributes to local communities, match after match, season after season.



★ Best Professional Club

Olympique de Marseille (France)

Marseille's OM Foundation helped create La Castellane FC, a grassroots community club in the north of the city, which now has 15 teams.

"La Castellane is more than just a football club. The purpose is really to offer new opportunities and have a positive impact on the players – not only as players, but as the citizens of tomorrow."

Lucie Venet
Executive director of the OM Foundation

★ Best Amateur Club

Ilves (Finland)

Finland's largest club, with more than 5,000 players, provides footballing opportunities to people of all ages and abilities.

"Our mission is football for everyone, regardless of their backgrounds or abilities. If we can share that message, it's going to benefit Ilves, benefit football in the region and the whole of Finland."

Matti Anttonen
Ilves FC executive director



★ Best Social Initiative

Football fitness training camp (Denmark)

This Danish Football Association initiative uses football to help improve the health and well-being of people aged over 60.

"Football can be used to promote well-being. We have been using the term 'football is medicine', because the evidence is now really strong."

Peter Krstrup
Professor of sport and health sciences at the University of Southern Denmark

★ Best Disability Initiative

Women's amputee football (Poland)

In 2022, the Amp Futbol Polska organisation and the Polish Football Association launched Europe's first female amputee football team.

"We are one amputee football family. The best moments for me are when we can play together. We know that we can achieve a lot, and we can set even higher goals to become better and better."

Monika Kukla
Player



★ Best Participation Initiative

Cyprus Football Association (CFA)

By unifying and restructuring grassroots football in Cyprus, the CFA has increased youth participation and fostered a more positive environment for children to enjoy the game, based less on results and more on enjoyment and fair play.

"Now, the only thing we have in our grassroots championships is participation, fun, love of the game and football for everyone."

Harris Kyriou
CFA grassroots football manager



★ Special Award

Football Association of Moldova (FMF)

In partnership with UEFA, the UEFA Foundation for Children and UNICEF, Moldova's football community has united to assist thousands of children and families fleeing the war in Ukraine.

"After the war started, we had a lot of refugees coming to our country. We started a lot of activities to help them – almost all of the football clubs in Moldova gave up their training facilities to allow the refugees and their children somewhere to sleep."

Diana Bulgaru
FMF grassroots manager



SUPPORTING
Youth players



FACILITATING YOUTH DEVELOPMENT BEYOND EUROPE

UEFA and the Oceania Football Confederation worked together to host a landmark Under-15 football tournament in New Zealand, providing new impetus and opportunities for young players across the region.



Christian Karembeu
Tournament ambassador

In April 2023, a development team from Liechtenstein joined Under-15 sides from the Cook Islands, Fiji, the Solomon Islands, Tahiti, Tonga and Vanuatu for a youth development tournament, staged at the Oceania Football Confederation's (OFC) Home of Football (Te Kahu O Kiwa) in Auckland, New Zealand. Funded through the UEFA Assist programme, it was the first time the OFC had hosted an Under-15 development tournament of this kind.

Tournament ambassador Christian Karembeu – a World Cup (1998) and EURO (2000) winner with France – grew up on the island of Lifou in New Caledonia, and relished the chance to support football development in Oceania. “I would like to thank UEFA Assist for giving me the opportunity to come back to my region. It was a privilege to be there,” said Karembeu. “The tournament was a

dream come true. We need this kind of experience in Oceania. We need this kind of competition.”

Holistic development

The benefits of such competitions aren't limited to the pitch. “Players get to meet new people, and experience football outside their homeland. At that age, being able to open your mind, enrich yourself



Main image: the Solomon Islands take on Tonga. Left, from top: Tahiti's Keahinu Brown; the Liechtenstein team; Fiji versus the Cook Islands.



That holistic growth is a key principle of UEFA's youth development tournaments. As well as valuable game time, players also joined psychology and nutrition educational workshops while in New Zealand. “It's not only good for the players,” added Karembeu. “Team staff also get logistics experience – accommodation, transportation, timing. It's a great experience for everyone.”

UEFA's support was crucial in a region that historically has faced difficulties in hosting tournament football. “The big challenge for football in Oceania is transportation, both the long distances and the cost. That's why UEFA's work with the OFC is so valuable. Otherwise it's difficult for young players from our region to play in tournaments like this,” said Karembeu. “It's not only funding; UEFA also provided materials and knowledge, and it's also giving opportunities to coaches as well.”

Six years of global development

Our Assist programme has facilitated development opportunities for players beyond Europe since 2017, whether by inviting teams from sister confederations to compete in UEFA's Under-15 and Under-16 elite youth development competitions, or funding our member associations to send teams to similar tournaments held outside Europe. Both approaches provide the best young talent with a platform to showcase their skills and gain vital experience of high-intensity, competitive tournament football – notably in preparation for the FIFA U-17 World Cups, which from 2025 will take place annually instead of every two years.

During the 2022/23 season, Under-15 and Under-16 teams from three different confederations (Chile, Ghana, the Kyrgyz Republic, Malaysia and South Africa) took part in UEFA development tournaments in Europe, competing against European national teams. The benefits are mutual, with participants able to experience different playing styles, travel abroad and get a taste of international football.

Spurring future success

Karembeu hopes that the joint initiative acts as a catalyst for future opportunities. “The potential in the region is growing, and I hope the tournament becomes an annual one. From my experience, the more tournaments and the more consistency we have, the more we can nurture talent. I hope that from the tournament we can one day have a new Messi or Ronaldo.”

That football talent pathway is already evident. A number of players involved have since been invited to club trials, including in France, demonstrating the potential knock-on impact of the tournament on players' development. “I'm very proud to see these players having these opportunities,” said Karembeu. “I didn't have that at their age; I was playing at school, with my friends on the street. We had some tournaments, but never at this level: not as well prepared or well organised. This is a dream come true for the kids in the region.”

In a Q&A session with the players in New Zealand, Karembeu encouraged them to aim high. “I told them to follow their dreams. I know that players from the region are capable; they have the physicality, they have the skills, they have the potential. I told them that everything is achievable when you are committed and when you work for it.”



IN DEPTH

UEFA HATTRICK PROGRAMME

THE SOLIDARITY SCHEME THAT KEEPS GIVING BACK

IN APRIL 2023, UEFA APPROVED THE SIXTH EDITION OF ITS FLAGSHIP DEVELOPMENT PROGRAMME. WE LOOK AT THE REASONS BEHIND HATTRICK'S STATUS AS ONE OF SPORT'S MOST SUCCESSFUL SOLIDARITY SCHEMES.

Since its launch in 2004, the UEFA HatTrick programme has evolved into one of global sport's largest development schemes. By reinvesting men's EURO revenue back into the game through national association projects, it has become an important driver of UEFA's not-for-profit mission. The key to understanding the programme's longevity and success lies in its constant evolution to adapt to the pace of change in European football.



Before the start of each four-year HatTrick funding cycle – aligned with the rhythm of our men's European Championships – UEFA collects feedback from across the footballing landscape. The sixth edition of the programme, which will redistribute EURO 2024 revenue from July 2024 to June 2028, is the culmination of an extensive consultation process with our 55 member associations and other stakeholders.

"HatTrick is aimed at supporting associations to foster football at all levels," says Karl-Erik Nilsson, chair of the HatTrick Committee, which assessed the lessons learned and proposals for change. "In order to achieve this goal, we constantly look to evolve its regulations to reflect the needs and priorities of football and associations." For example, the new regulations incorporate a proposal that associations should be permitted to allocate a

portion of future HatTrick funding to cover completed projects' operational costs.

It is a measure of HatTrick's importance to the future development of the game in Europe that despite financial difficulties caused by the COVID-19 pandemic, UEFA has approved a substantial increase in funding for the sixth edition of the programme. HatTrick VI will have a total budget of €935m, a 21% increase on the current cycle. This means that each of our member associations is eligible to receive up to €17m over the programme's four-year cycle.

Armen Melikbekyan, the Football Federation of Armenia president and a member of the HatTrick Committee, emphasises that the real added value of HatTrick cannot be calculated in financial numbers alone, though. "The programme goes beyond financial aid," says Melikbekyan. "For me, supporting football development at all levels across Europe helps to foster a deeper connection between communities and the game. It promotes a sense of unity that strengthens all of our society."

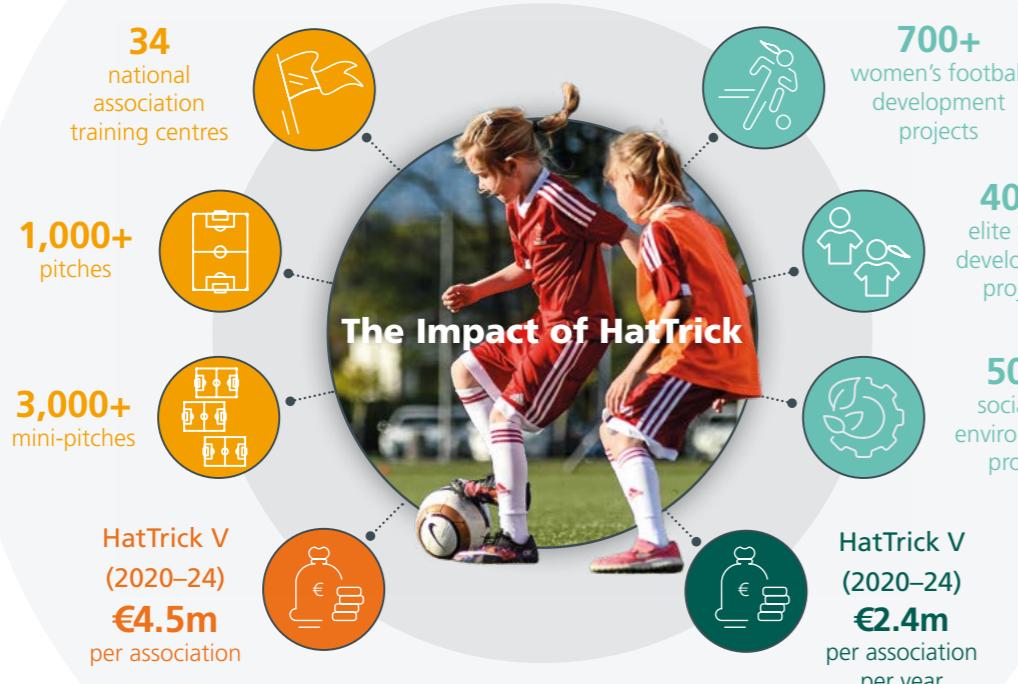
Investment and incentive payments

HatTrick VI will continue to distribute funds through two specific streams: financial support, approved by the HatTrick Committee, for investment in specific development projects; and incentive payments, available to all members each season.

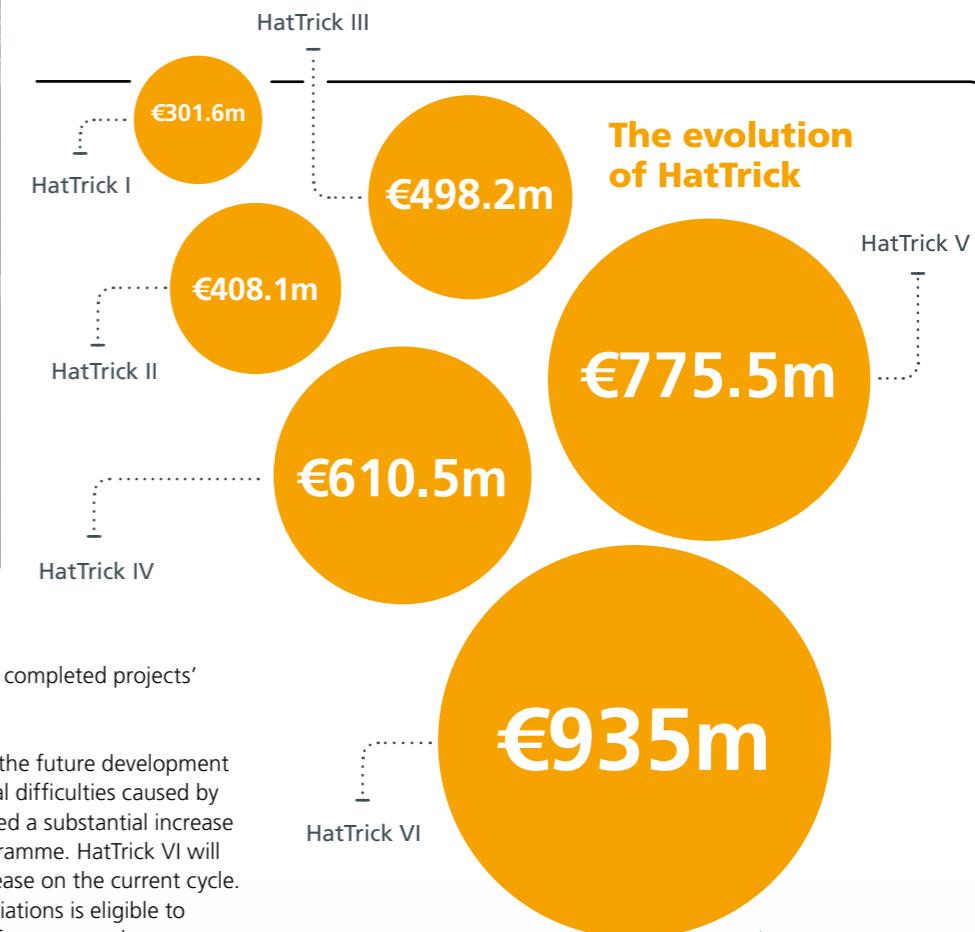
During the current 2020–24 cycle, each association is eligible for up to €4.5m of investment support to kick-start football development projects, with the aim of serving as a catalyst for additional funds from private and/or public sector organisations. In addition, HatTrick offers up to €2.4m per association in incentive payments, encouraging the implementation of UEFA standards and initiatives – for example supporting women's football, or implementing our grassroots charter and referee convention – and supporting member associations with doing so.

"I am proud to witness with my own eyes the results of our decisions and the excellent work done by our members to further the game," says Nilsson.

Investment projects



Development and incentive schemes





ELITE YOUTH ACADEMY SUPPORT PATHWAY TO NATIONAL TEAM SUCCESS

From youth to senior level, the performances of Northern Ireland's national teams show the added value of UEFA's tailor-made support for elite youth academies.

Prior to last season, Northern Ireland's men's national team had never reached the elite rounds of either the European Under-17 or Under-19 Championships. In 2022/23, they qualified for both. For Michael O'Neill, head coach of Northern Ireland's senior men's side, this change in fortune is rooted in UEFA's long-term support for the Irish Football Association's national JD Academy. No fewer than 13 members of that Under-17 squad and seven of the Under-19s were academy graduates.

"The support of UEFA was essential in setting up and developing the JD Academy to the high-performance environment it provides for our younger players today," says O'Neill.

Since 2019, UEFA's elite youth academy scheme has provided tailor-made support to the Irish FA to help create the right conditions for talented young footballers to develop and to maximise their football potential – including by providing access to psychological

and nutritional advice, plus dedicated welfare officers. All national associations involved in the scheme receive €200,000 per year to invest in their academy systems.

With previous efforts to nurture young talent historically hindered by the lack of a professional club structure, the JD Academy has revolutionised opportunities for youth players in Northern Ireland. "The JD Academy has made a significant difference in the player development pathway for our younger players," explains O'Neill. The senior team is also reaping the benefits, with three academy players selected to represent their country in its European Qualifiers campaign: Dale Taylor (born 2003), Brodie Spencer (2004) and Callum Marshall (2004).

Providing young talent with clear pathways to the top of the game is a key part of UEFA's responsibility for driving football development and competitiveness across the whole

of European football. In addition to Northern Ireland, six other associations have received tailored support through the elite youth academy scheme: Armenia, Belarus, Georgia and North Macedonia from 2014/15 to 2018/19, and Finland and Israel since 2019/20. Each provide clear and compelling evidence of the scheme's positive impact.

Armenia: claimed successive UEFA Nations League promotions in 2019 and 2021.

Belarus: development pathways significantly improved.

Finland: academy graduate Miska Ylitolva has played two friendly games for the men's senior national team.

Georgia: reached the quarter-finals of the 2021–23 European Under-21 Championship.

Israel: several national academy graduates have gone on to represent the national Under-21 team.

North Macedonia: qualified for their first-ever major final tournament at EURO 2020.



IGNITING INNOVATION

Andrei Angelescu explains how completing the UEFA Academy's Diploma in Football Leadership and Management (DFLM) proved fundamental to creating an insights department at the Romanian Football Federation (RFF).

"I started the DFLM in January 2023. Several colleagues from my federation are alumni of the course. They all agreed it was a game-changing educational programme, allowing them to take their personal projects to the next level.

"My particular project was the development of an insights department at the RFF, with the aim of making data and knowledge an integral part of the federation's decision-making. This would help our association deliver on its wider strategy, improving our national teams' performances as well as growing and diversifying our revenue streams. After a long and incredibly rewarding journey, the department is now up and running. I wouldn't have got there without the knowledge and tools I learned from the DFLM."

"The course provided an excellent blend of theory and practice, face-to-face and online classes. I feel better prepared and more rounded as a leader, with improved negotiation skills."

"One highlight was meeting such an incredible variety of leaders. Participants came from all over Europe – and beyond – with expertise in all facets of football: finance, development, infrastructure and so on. We were able to fine-tune our projects by listening to each other, learning from our unique experiences and common challenges. We weren't just classmates but a community of people



with a shared passion, willing to help each other. For me, that was hugely valuable."

"As a governing body representing 55 associations, UEFA is aware of all the latest developments and innovations in the football industry. Courses like the DFLM ensure everyone in our community has access to this knowledge. Plus, the learning doesn't stop with graduation. Every participant of the DFLM becomes a member of the Academy's alumni community, which is an amazing platform to share ideas, get feedback and improve implementation of projects."

UEFA Academy: 2022/23 in numbers

Courses:	19
Training days:	203
Graduates:	922
Nationalities:	128
Organisations:	356 (confederations, national associations, leagues, clubs, players' unions, etc.)

The UEFA Diploma in Football Leadership and Management is an advanced programme enabling managers in charge of teams that deliver complex projects to further develop their leadership and managerial skills.

"After a long and incredibly rewarding journey, the department is now up and running. I wouldn't have got there without the knowledge and tools I learned from the DFLM."



SETTING MINIMUM STANDARDS FOR WOMEN'S NATIONAL TEAMS

First-ever framework represents a first step towards levelling the playing field for female footballers across Europe.

UEFA's introduction of a minimum standards framework for women's national teams, unanimously approved by the Executive Committee in June, establishes a pan-European benchmark for good governance, coaching, medical care, training, player welfare, accommodation and remuneration.

A total of 35 national team captains, plus representatives from associations and FIFPRO Europe, were consulted during the framework's development.

"Setting minimum standards will make a significant difference for players across Europe in every aspect of national team football," said Northern Ireland captain Marissa Callaghan. "Having a platform to discuss with fellow players and coaches was a positive and enriching experience. I look forward to seeing players continuing to be closely involved throughout this journey."

All 55 of UEFA's member associations will receive assistance in drawing up implementation plans adapted to their specific challenges in meeting the new standards.

A total of €22m in HatTrick development funding has also been allocated to support the framework's roll-out, with €100,000 per season available to each association through to 2028.

Approval of the framework marks another significant milestone in the implementation of Time for Action, our 2019–24 women's strategy. By enhancing the competitiveness of national teams, it will complement the November 2022 announcement of a new qualifying system for the UEFA Women's EURO (see page 22).

"This is a starting point to raise the bar across all women's national teams," said Nadine Kessler, UEFA managing director for women's football. "Having the best possible conditions on and off the pitch is absolutely vital for players to perform and, in return, bring success to their national teams. We have a highly competitive landscape

nowadays, so standards must be grown alongside. Only then can teams unleash their full potential and we can safeguard the longevity of players careers."



€22m
in HatTrick funding allocated to support the introduction of a minimum standards framework

€100,000 per association per season until 2028

Boosting global women's football development

UEFA's work to grow the women's game reaches beyond Europe, too. In 2022/23, our Assist programme supported women's football development initiatives around the world, including safeguarding policies, strategy overhauls and rebranding exercises. In total, we worked with 19 national associations: Botswana, Chile, Ecuador, India, Indonesia, Japan, Lesotho, Madagascar, Malaysia, Mozambique, Myanmar, Nepal, Republic of Congo, Sierra Leone, South Africa, Tanzania, Uganda, Uruguay and Zambia.



The UEFA minimum standards for women's national teams include:

- ✓ Full-time head coach with UEFA Pro licence (or equivalent qualification) available at the national association
- ✓ Minimum of one team doctor/two physiotherapists at all matches and training sessions
- ✓ Most direct route to match venues
- ✓ High-quality accommodation near training/match venues
- ✓ Maximum use of international windows
- ✓ Access to national training facilities – elite equipment and professionally maintained pitches
- ✓ Agreement between players and national association on remuneration, parental and pregnancy policies, and anti-discrimination



"The new standards represent the culmination of our five-year women's football strategy."

Aleksander Čeferin
UEFA president



SUPPORTING
Referees



'THE LIFELOOD OF EUROPEAN FOOTBALL'

In 2022/23 UEFA laid the groundwork for the launch of its first-ever refereeing recruitment campaign – Be a Referee! UEFA's chief refereeing officer, **Roberto Rosetti**, explains why European football needs to recruit 40,000 referees.



"UEFA's role is to take care of football, and refereeing is a crucial pillar of football. Without referees, a football match cannot be played. We need to protect and support referees and invest in refereeing."

"We lack almost 40,000 referees at grassroots level. Many matches are cancelled for this reason. This is why UEFA has decided to invest in the Be a Referee! campaign, which supports our national associations in recruiting and retaining young referees. It is essential for the lifeblood of European football. The base of the pyramid is getting smaller and smaller, and when that happens the quality at the top is affected too."

Changing mentality

"Abuse is a significant problem, physical and verbal. At grassroots level, many referees are just young boys and girls who are simply participating in a sport, but who are scared to go onto the field of play. It's time to change this mentality. Respect is everything in football, and we can no longer tolerate this behaviour."

"We can do more. All the stakeholders in football can do more. We are working in cooperation with associations to show how important referees are. We want to invest in schools, universities and other projects."

Why become a referee

"Being a referee is an incredible school of life. You can develop skills such as leadership and decision-making, and it's also good for sporting activity and for your physical condition. These are all skills that you can then transfer into your professional or personal life."

"Referees are like a family. I entered the community when I was 16 years old and was on the field of play for another 27. It's a way for boys and girls to grow up, and it's a good support throughout your life. Being a referee is not a job, it's a passion – a passion for football. It allows you to live football from a different perspective."



SUPPORTING
National associations



'OPPONENTS ON THE PITCH ... ALLIES AND FRIENDS AWAY FROM IT'

In partnership with the Royal Belgian Football Association, UEFA's Grow programme brought together finance and human resources (HR) directors representing Europe's national associations for a conference in Tubize, Belgium.

It was the first time that so many HR and finance directors had been brought together, with many rarely having the opportunity to meet all their European counterparts in person at the same venue. "The conference was a great experience, and I hope it was the first of many," explains Paulo Ferreira, finance director of the Portuguese Football Federation. "Despite being opponents on the pitch, we are all allies and friends away from it, and increasing our bonds with each other has been great."

"You can always get new ideas from hearing about other people's solutions – it adds a lot of value. Our challenges are similar and there are plenty of topics to address," says Bo Grøn-Iversen, chief accountant at the Danish Football Association. "In addition to having a local network, it was rewarding to see and hear examples of how different economic problems are being solved in different countries."

The two day-conference, held in May, is an example of how Grow, which provides strategic support to UEFA's member associations, helps facilitate connections and collaboration.

Aiming high

During the 2022/23 season, UEFA worked closely with academic experts to develop the activity impact method (AIM), which enables our associations to understand and evidence football's wider contributions to society. The approach builds on the social return on investment model introduced in 2017 by offering a more user-centric journey and an in-depth academic review process. UEFA's overall aim is to provide associations with rigorous models that can be adapted to measure the added value of football to addressing challenges in their specific contexts.



"Benchmarking and knowledge sharing are so important to our work, and it's easier to accomplish after you have met your counterparts."

Paulo Ferreira

Portuguese Football Federation finance director

SUPPORTING
Coaches

A COLLABORATIVE APPROACH TO COACHING

Away from the floodlights of our elite competitions, UEFA Share plays a critical behind-the-scenes role in setting ever-higher standards for European football. By providing opportunities for national associations to collaborate in person or online, distributing educational resources or acting as a communications hub, the programme helps drive implementation of UEFA's technical development strategy.



Women's football competence framework

National associations and coaches can use Share to access and discuss UEFA's women's football competence framework, which sets new benchmarks for the coaching of female players. Developed over several seasons and released in 2022/23, the framework draws on evidence-based insights and input from a group of experts led by experienced Swedish coach Anna Signeul.

"We worked to integrate the key elements from their fields of expertise into the framework," says Signeul. "The growth of girls' and women's football requires a larger coaching workforce that better understands the needs and demands of female players. UEFA and associations will now be able to provide more inclusive and accessible courses for coaches to help improve performance in women's football from grassroots to elite level."

UEFA Share

During 2022/23, national associations could sign up to Share to participate in knowledge exchange and collaborative events offering coach education and technical director guidance, as well as access to essential new UEFA resources on grassroots and women's football.

Goalkeeping coaching

A new UEFA goalkeeper coaching document, produced by members of our goalkeeper advisory group, explores the evolution of goalkeeper coaching, emphasising the need to ensure the 'final line of defence' is not viewed in isolation when it comes to coaching the entire team. Given the history and culture of goalkeeping, designing integrated practice sessions is still a challenge.

"We have to get coaches thinking 'from the game,'" explains Packie Bonner, a member of the goalkeeper advisory group and a former Celtic and Republic of Ireland goalkeeper. "We want goalkeeper coaches to think 'backwards' from the game when planning training sessions and ask themselves: what's the game telling us and how should that impact how we work with goalkeepers? That's why UEFA's reality-based approach to learning is so important."

Information exchange for technical directors

Responding directly to feedback from national associations, UEFA launched a dedicated Share initiative for technical directors to exchange best practice with their European counterparts. Technical directors representing two-thirds of our member associations also attended two workshops, held in Belgium and Estonia. A third will follow in January 2024.

"The workshops are tailor-made courses that provide participating technical directors with insight into specific topics they find interesting or challenging," explains Kenneth Heiner-Møller (pictured), the Danish Football Association's technical director and leader of one of the workshops. "Customised content is delivered and/or facilitated by workshop leaders, but there is also room for more informal knowledge sharing through group discussion. The workshops also create an invaluable network of colleagues that adds even more value."



SUSTAINABILITY

72 Social and environmental sustainability

76 Humanitarian support

78 UEFA Foundation for Children





SUSTAINABILITY



FORCE FOR GOOD

Football's popularity and reach bring an added responsibility – using its influence to reinforce human rights, reduce sport's environmental impact or help vulnerable children.



RESPONSIBILITY

UEFA is committed to making the game more accountable for tackling global issues. Our football sustainability strategy, Strength through Unity, measures progress against 11 human rights and environmental policies.



COLLABORATION

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

2022/23



highlights



Respect Forum

UEFA's inaugural Respect Forum brought together 250 experts and stakeholders to demonstrate football's capacity to inspire change.



Empowering organisations

UEFA developed guidelines and platforms addressing key football sustainability topics such as circular economy models and infrastructure.



Strength in solidarity

European football rallied to support Türkiye and Syria's recovery from two devastating earthquakes.



UEFA Foundation for Children

Matchday initiatives and funding for NGOs showed how football can help transform the lives of vulnerable children.



SEEKING IMPACT AT ALL LEVELS

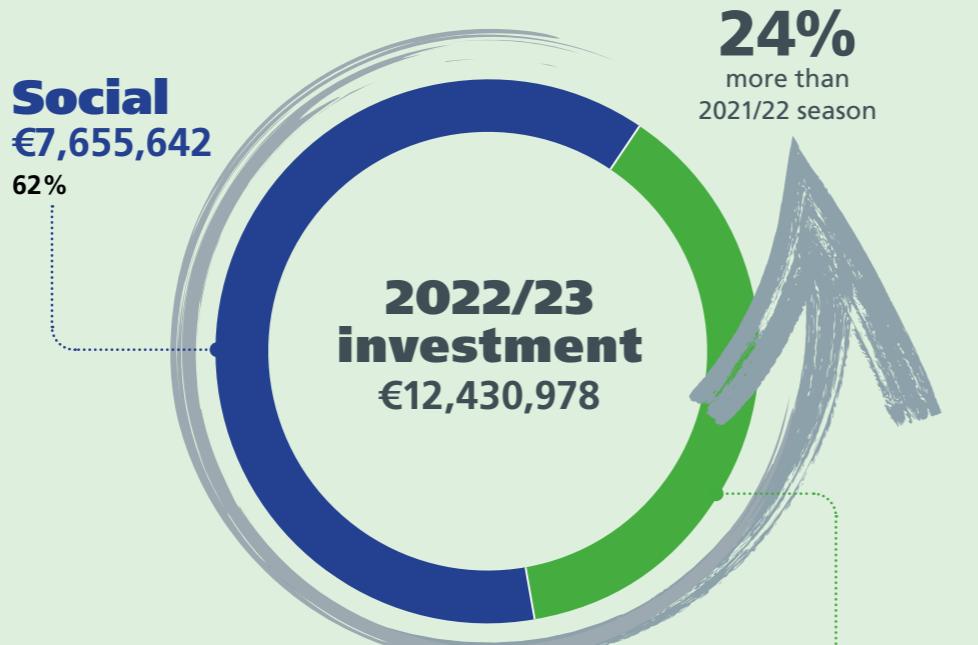
In 2022/23, UEFA sought to accelerate implementation of its football sustainability strategy for 2030, Strength through Unity.

Our efforts included the important step of nurturing European football's growing sustainability community by encouraging member associations to develop their own dedicated strategies. In total, 46 of 55 associations achieved this objective.

By the end of the season, UEFA had met all 18 of its 2022/23 targets. Total financial investment in sustainability activities amounted to €12.5m, almost a quarter more than the previous 12 months; of this, approximately two-thirds supported our strategy's social policies, compared with a third for environmental initiatives.

Acceleration required extensive collaboration with partners and stakeholders representing the entire football ecosystem. Drawing on existing partnerships with the European Club Association (ECA) and European Leagues, we helped their members to develop more strategic approaches to social and environmental sustainability; this included organising online and in-person events to facilitate sharing of knowledge and best practice. For example, the inaugural UEFA Respect Forum, held in June 2023 in Frankfurt, brought together 250 stakeholders from sports and sustainability organisations. We also intensified our engagement with the United Nations Football for the Goals initiative, with EURO 2024 GmbH joining UEFA, already a founding member, in support of the UN Sustainable Development Goals.

UEFA strengthened its internal commitment to sustainability by identifying potential risks and mitigating actions across financial, operational, reputational and strategic activities. We also reviewed regulations and policies, updating our inclusive language guidelines, enhancing accessibility at our Nyon headquarters and continuing to prioritise workplace equality. For the first time, UEFA appointed disability and access



officers for all our elite competition finals. Working with our partner CAFE, the new role saw host stadium compliance with our accessibility regulations improved by 64%.

Football as a driver of reduction

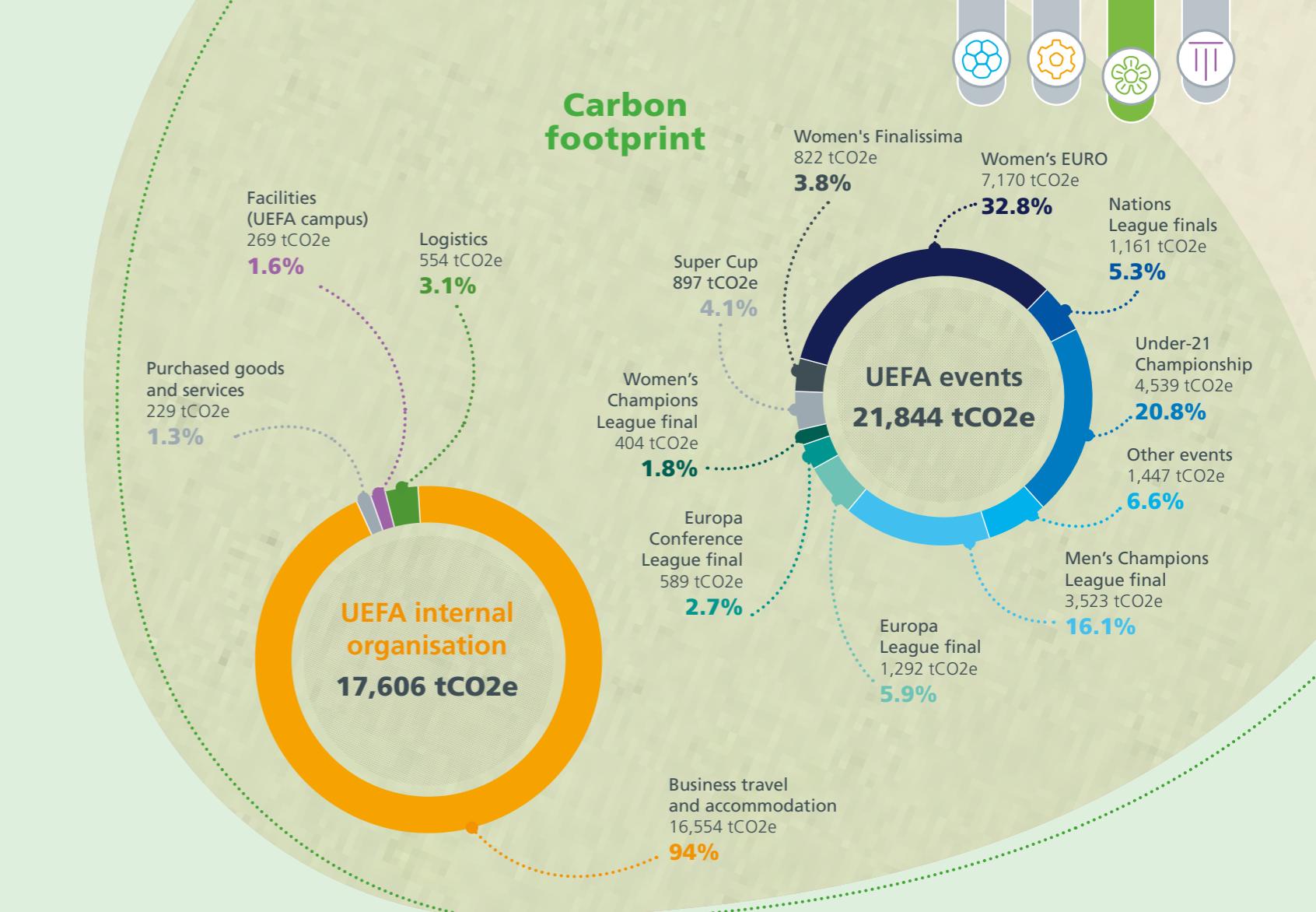
UEFA believes that European football can play a catalytic role in tackling global sustainability issues, both by measurably reducing our sport's impact on the



55
national association
sustainability managers
in place



46/55
national associations
with approved
sustainability strategies



environment and by using its popularity and visibility to raise awareness and promote solutions. Our environmental activities are based on four policies and targeted actions, spanning climate action and advocacy, circular economy, event sustainability and sustainable infrastructure.

During the 2022/23 season, we started to apply an environmental, social and governance (ESG) strategy to all UEFA events, making sustainability an integral part of their design, planning and implementation. Some 450 individual activities were rolled out at 12 events; our ESG event management system will be used to benchmark and track impact.

Early 2024 will see the launch of a UEFA carbon footprint calculator. Based on the Greenhouse Gas Protocol methodology, this will provide European football with a single approved means to measure emissions and guide data-driven

reduction strategies. Across the season, our headquarters and competition finals left a combined carbon footprint of 39,450 tonnes of CO₂e. To reduce this figure, we set up a climate investment fund that associations hosting UEFA finals can use to invest in emission-reducing projects. On the climate advocacy front, our partnership with the European Commission, which focuses on energy saving and climate action, entered its third season, engaging 434 million people around the world.

In addition, UEFA introduced new circular economy guidelines to start shifting European football from a linear, take-make-waste approach towards the 4R circular model: reduce, reuse, recycle and recover. Circular initiatives were implemented at UEFA events with the support of our commercial partners Heineken, Just EatTakeaway.com and PepsiCo. In late 2022, UEFA also launched

Read more online

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



sustainable infrastructure guidelines to encourage best ESG practices across football infrastructure. Available in 35 languages, the ECA will help UEFA to distribute these guidelines to member clubs.



FOOTBALL RALLIES IN SUPPORT OF TÜRKİYE AND SYRIA

In the aftermath of Türkiye's largest earthquake in almost a century, the European football community showed its solidarity with both the Turkish Football Federation and humanitarian organisations.

In the early hours of 6 February 2023, a 7.8-magnitude earthquake struck Türkiye and Syria, followed within less than 24 hours by a second measuring 7.7. The effects were catastrophic, with almost 60,000 losing their lives, more than 120,000 injured and an estimated 1.5 million people left homeless. The European football family, including UEFA, national associations, the UEFA Foundation for Children and commercial partners, united to support both the immediate emergency response and long-term rebuilding projects.

National associations

Immediately after the disaster, UEFA invited all its member associations to contribute to a solidarity fund. Within weeks, 42 associations had committed nearly €900,000, of which €660,000 was provided to Türkiye through the Turkish Football Federation (TFF), a UEFA member since 1962, and €217,500 to Syria through the ICRC.

In addition, UEFA provided €150,000 through its emergency fund, which was established in the 2010/11 season to help associations repair football infrastructure damaged by natural disasters, or maintain football activities until the facilities are rebuilt.

"Our earthquake-affected citizens, who clung to life tightly, are now forgetting those painful days to some extent and looking to the future with hope," said Mehmet Büyükekşi, president of the TFF. "I would like to thank UEFA, especially president Aleksander Čeferin, who shared

our country's pain and provided moral and material support during this process that deeply affected us all, as well as the national associations of Europe and all the associations from many parts of the world who offered us their support. I hope that these disasters will never happen again in any country in the world."



The UEFA Foundation for Children

The UEFA Foundation for Children allocated an additional €50,000 to two non-governmental organisations, both working on the frontlines of the emergency relief operation in southern Türkiye and Syria: Bonyan and Team International Assistance for Integration (TIAFI). With the UEFA Champions League final staged in Istanbul just four months later, the foundation also encouraged fans to donate to the earthquake recovery operation, either through QR codes or 'tap-to-donate' terminals set up by Mastercard at official sites across the Turkish capital.

In the stadium itself, commercial partner Mastercard's player mascot activation gave several children directly impacted by the disaster the unforgettable chance of walking hand in hand with Inter Milan and Manchester City players onto the pitch. FedEx Express, meanwhile, invited the UEFA Foundation for Children partner Bonyan to

select three children to do likewise with the match officials. FedEx has also provided funding to Bonyan through its 'Championing an inclusive future through football' programme, which aims to promote well-being and social cohesion by bringing football to 4,000 Turkish and refugee children across the cities of Istanbul and Mardin.

After the final, the foundation and Mastercard teamed up with Save the Children Türkiye to organise the Pitches of Hope project. By the end of 2023, the initiative is expected to have restored football pitches in some of the worst-affected regions, such as Nurdagi (Gaziantep), Antakya (Hatay) and Adiyaman.

"We know that the ability to play with friends and loved ones allows children to take a break from their new realities," said Oben Coban, the government relations, safety and security director for Save the Children Türkiye. "The pitches will provide children with the safe spaces for fun, play and community they need at such a challenging time."

Using football to integrate refugees

The day after the Champions League final, Brazilian legend Kaká featured in a special match hosted at the Champions Festival in Istanbul that brought together teams made up of refugees and members of their host communities. Organised by UEFA and its partner the UNHCR, the United Nations' refugee agency, the initiative showed how we are using football's popularity as a platform for assisting refugees, asylum seekers and internally displaced people with their new lives.



“Our earthquake-affected citizens, who clung to life tightly, are now forgetting those painful days to some extent and looking to the future with hope. I would like to thank UEFA, as well as the national associations of Europe and all the associations from many parts of the world who offered us their support. I hope that these disasters will never happen again in any country in the world.”

Mehmet Büyükekşi
Turkish Football Federation president



EUROPEAN FOOTBALL'S FORCE FOR GOOD

From Finland to Uganda, the UEFA Foundation for Children continues to show how football can help deliver a better future for vulnerable young children around the world.

UEFA Super Cup connects with children in Helsinki

The UEFA foundation once again capitalised on the reach and visibility of the Super Cup to raise awareness of local communities' life-changing support for young people. For the 2022 edition, staged in Helsinki in August, we partnered with the Finnish Cerebral Palsy Association (Suomen CP-liitto ry), which organises cerebral palsy football activities across Finland and has a flourishing youth sector, and Icehearts – a non-governmental organisation whose mission focuses on enhancing the social skills of vulnerable children, including young refugees.

training session that gave 16 children with cerebral palsy the chance to meet players from local club HJK Helsinki. HJK has long been a strong advocate for disability football, running cerebral palsy and powerchair teams for both children and adults.

“Football is not only about elite competitions. By reaching everyone, it can be a powerful force for positive social change.”

Aleksander Čeferin
UEFA president

Four of the children were chosen as Mastercard player mascots and lined up with the two Super Cup finalists, Real Madrid and Eintracht Frankfurt, before kick-off. Icehearts also selected children to participate in the opening ceremony by carrying the Super Cup banner to the centre circle.

Game-changing support in Uganda
In March, UEFA president Aleksander Čeferin travelled to Kampala, the Ugandan capital, to witness first-hand how UEFA foundation support is helping to transform the lives of young children through the work of the Aliguma Foundation's sports for resilience and empowerment project.

The president visited the Acholi Quarters district, one of Kampala's biggest slums, with 20,000 inhabitants, where the



2022/23 SEASON PROJECTS

AMERICAS

7 projects
7,175 beneficiaries
7 countries

EUROPE

32 projects
276,027 beneficiaries
25 countries

ASIA

12 projects
41,582 beneficiaries
12 countries

OCEANIA

2 projects
32,270 beneficiaries
12 countries

AFRICA

12 projects
47,753 beneficiaries
12 countries



2022/23 season

65 additional projects
23 award winners
12 stadiums constructed or renovated
9 sponsor projects/activations
516 children invited to attend a UEFA match
404,807 new beneficiaries
10.4 tonnes of equipment distributed



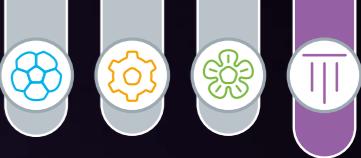
Totals since the foundation was established

500 projects
135 countries
35 award winners
92 stadiums built or renovated
27,828 children invited to attend a UEFA match
2.6 million beneficiaries
67.5 tonnes of equipment distributed



GOVERNANCE

- 84** Partnerships
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GOVERNANCE



PARTNERSHIP

UEFA unites the European football community, including 55 national associations, clubs, leagues, coaches, players, fans and policymakers.



GUARDIANS OF EUROPEAN FOOTBALL

Drawing on our partners' expertise, we set standards to govern every aspect of the game and achieve sustainable growth for all.



EUROPEAN SPORTS MODEL

UEFA operates according to the values of the European sports model – openness, democracy and sporting merit.

2022/23
highlights



Football saving lives
Life-saving CPR training initiative launched in partnership with the European Resuscitation Council.



Football Board
The inaugural meeting of the UEFA Football Board brings together key figures from across the game to share their insights and expertise.



Preserving integrity
Fight the Fix – the UEFA Academy's first bespoke anti-match-fixing programme – is launched.



Building the case for change
UEFA's data analysis and innovation services are helping stakeholders to back new thinking with data-driven insights.



Putting fans first
FSE's executive director, Ronan Evans, explains how two new agreements have reinforced relations between fans and governing bodies.



COLLABORATION ACROSS THE CONTINENT

Building on the spirit of trust that underlies all our stakeholder relations – inside and outside of football – UEFA further strengthened its partnerships with Europe's political institutions.

Each season, UEFA's Convention on the Future of European Football brings together Europe's football community – political and sporting – to address emerging issues in the game. The breadth and depth of stakeholders attending the 2022 edition – associations, leagues, clubs, players, supporters, coaches, agents and commercial partners – underlined UEFA's power to unite an ever more complex football ecosystem. At a critical time for the game, the convention's role in leveraging partners' myriad expertise and networks to shape new policies and reforms is more vital than ever. Key topics on the 2022 agenda included:

- Increased dialogue to lay the ground for more stakeholder-specific forums within UEFA's governance structure
 - Agreement on actions designed to improve gender balance within football's decision-making structures
 - The competitiveness of matches at domestic and European level
 - The introduction of a new UEFA women's football strategy in 2024, with a focus on areas where stakeholder collaboration will be crucial to progress
 - The growing number of multi-club investments and ownership
 - The increasing levels of private capital investment in European football
- Recognising the challenges that lie ahead in a constantly changing world, all participants committed to the convention's consultative process, both through future editions and associated advisory forums.

Widespread commitment to the European sports model

European political organisations continued to show solidarity with our efforts to protect the European sports model, whose principles and values form the foundation of football across the continent.

In October 2022, UEFA president Aleksander Čeferin and European Commission (EC) vice-president Margaritis Schinas extended the EC-UEFA arrangement for cooperation until 2025. The new agreement will take more than a decade of formal collaboration between the two organisations to a new level, leveraging the visibility of UEFA's competitions and our member associations' network to raise awareness of European Union (EU) priority issues such as climate action, equality for all and social inclusion. By endorsing European football's pyramid

Margaritis Schinas
European Commission
vice-president



UEFA president Aleksander Čeferin and European Commission vice-president Margaritis Schinas.



structure and its principle of open competition, the agreement also reiterates both signatories' opposition to the so-called 'European super league' proposal.

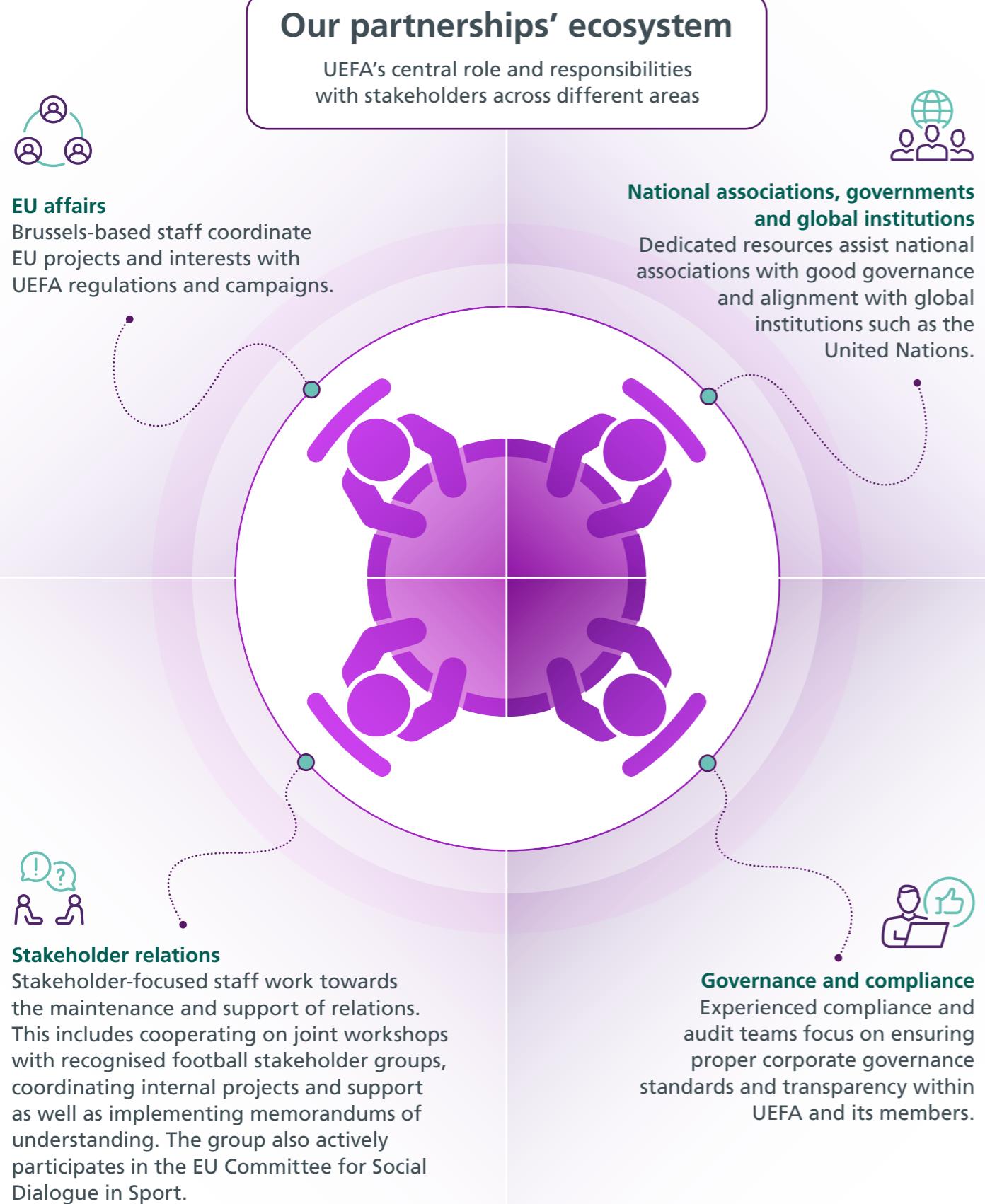
One month later, almost a year to the day since EU member states committed to defending a resolution on the European sports model, all 27 EU sports ministers met with the UEFA president in Brussels. Together they discussed how sport, and particularly football, can help tackle global issues.

Following on from the November 2021 European Parliament resolution on EU sports policy and the Council of the EU resolution on a European sports model, in June 2022 the EC also published a new study setting out the merits of the European sports model. This explicitly recognises threats posed by the risk of breakaway leagues and competitions. It also highlights the benefits of UEFA's current competitions model, in particular the fundamental principles of solidarity and inclusiveness.

Future-proof partnerships
With the development of the 2024–29 EU agenda on the horizon, collaboration between football stakeholders and

European policymakers will be even more important in the coming seasons – particularly in ensuring that the game's future development reinforces long-term social and environmental sustainability objectives for European society. Two existing cross-collaboration platforms will make a vital contribution to this process:

- The UEFA and national associations European public affairs working group, which during the 2022/23 season provided a forum for public policy, sustainability and pitch/infrastructure experts from across national football associations to discuss an EU restriction on the use of microplastics as infill for artificial pitches and its impact on European football.
- The UEFA European public projects and funding service, established in 2017, which continued to facilitate associations' access to EU funding earmarked for social responsibility and good governance projects. For example, the most recent round of Erasmus+ funding allocated a total of €1.13m to both EU and non-EU-based national associations to invest in a range of environmental, social sustainability, integrity and safeguarding projects.



QA

RONAN EVAIN

Giving a united voice to European fans

Ronan Evain, executive director of Football Supporters Europe, explains the significance for European football fans of two ground-changing agreements in 2023: his organisation's merger with Supporters Direct Europe and a landmark memorandum of understanding with UEFA.

Why did Football Supporters Europe (FSE) and Supporters Direct Europe (SD Europe) merge in January 2023?

The importance of having a united voice for fans was demonstrated by supporters' role in stopping the ill-fated 'European super league' proposal. Formally merging FSE and SD Europe into one organisation, after a decade of collaboration on specific issues, was a logical next step. Pooling our collective expertise and resources has established a single recognised entity for stakeholders to engage with. It has made the European fan movement stronger than ever.

How does FSE's memorandum of understanding (MoU) with UEFA shift the dynamics in relations between fans and governing bodies?

It's an exciting milestone. Too often, fans have remained on the sidelines, advocating for our voices to be heard on matters that directly impact us. UEFA has engaged with supporters' organisations since 2008 but our MoU recognises that fans bring valuable experience and expertise to the table.

The document outlines our respective mandates within the European football ecosystem and our joint, unwavering commitment to the European sports model. We may retain differing views on some topics but we are both committed to fostering more inclusive, constructive dialogue between fans and governing bodies. Today, FSE is involved in two UEFA committees and has a visible

role at key UEFA governance events, including the Convention on the Future of European Football.

What are the big issues facing European supporters?

These are challenging times for fans. Ensuring everyone can follow their club or national team in a safe, secure and welcoming environment, regardless of gender, origin, abilities or sexual orientation, is top priority for both FSE and UEFA. For example, all match organisers should be guaranteeing stadium access to toilets, food and drinking water.

In terms of governance, protecting the game's integrity from threats like the 'European super league' proposal and multi-club ownership structures is vital, alongside our advocacy for member-run clubs and more structured dialogue between fans and football stakeholders. We've seen some progress here, but more is needed. As a first step, supporter liaison officers should be fully integrated into matchday operations. At a time when bans on away travel in Europe are unfortunately on the rise, we also want to prevent unjustified restrictions on fans' rights to freedom of movement.

Where has collaboration already delivered real-life results?

We're making an impact in several areas. Today, FSE and UEFA co-lead a joint visiting fans sector working group that meets regularly to assess host stadium conditions and address recurrent concerns around UEFA club competition matches. FSE has greater involvement in preparations for all



UEFA club finals, with the deployment of host stadium staff in 2023 based on our recommendation.

We also work with UEFA to safeguard supporters' rights to protection, ensuring the needs and viewpoints of fans are a key consideration in planning and implementation. The publication of the UEFA EURO 2024 human rights declaration, following extensive consultation, also recognises the positive contribution that fans can make beyond tournaments.

How does FSE work with UEFA's 55 member associations to improve the supporter experience across Europe?

FSE works with associations in different ways. Together with the UEFA Academy, we play a lead role in training Europe's network of supporter liaison officers. We also provide expertise to fan embassies, which offer support services to tens of thousands of supporters travelling to away matches, including EURO 2024 in Germany. FSE's close relations with associations are also critical to the success of our Erasmus+ project, Future of Football, launched in 2023 to strengthen dialogue with young supporters' organisations across the continent.

MEDICINE'S COMMITMENT TO PROTECTING THE GAME

With the launch of a life-saving initiative and fresh impetus for medical research, UEFA highlighted its game-changing role in the field of football medicine.

Trained intervention can increase survival chances for a cardiac arrest by two or three times. Football can help ensure every second counts – that's the message behind a new training and education partnership between UEFA and the European Resuscitation Council (ERC), launched at the UEFA Medical Symposium in Frankfurt in January 2023, that will provide cardiopulmonary resuscitation (CPR) training to thousands of players and staff.

Across the season, UEFA and the ERC organised CPR training for teams competing at all UEFA's youth and futsal competitions, the Nations League finals, the Women's Finalissima and the Under-21 Championship final tournament – 2,545 people overall. The target is to train 12,000 people in total, including all staff and volunteers at UEFA EURO 2024 in Germany. The initiative aims to equip players, officials and staff with medical expertise that could save lives: it's estimated that timely CPR could save over 100,000 lives in Europe alone each year.

"The European Resuscitation Council is thrilled about our collaboration with UEFA," said Professor Koen Monsieurs, chair of the ERC. "Through this partnership we will be able to reach a very large number of people with a crucial message: all of us can save a life by spending a little bit of time on learning resuscitation. Together we will increase the rate of survival from cardiac arrest."



Malta players take part in a CPR training session at the men's European Under-19 Championship finals 2023.

The initiative builds on UEFA's long-standing minimum medical requirements, which include the stipulation that, as of the 2022/23 season, no UEFA match may start

without automated external defibrillators at pitchside. UEFA was also set to launch a pan-European CPR awareness campaign in late 2023.

Medical research grants launched

The 2022/23 season saw UEFA award its first-ever medical research grants, to further knowledge in three important areas of sports medicine:

- Protecting footballers from high temperatures (Germany)
- Studying head impacts among top-level female footballers (Norway)
- Assessing the role of psychosocial stress as a predictor of ACL injuries in female players (Netherlands)

Notably, 14 of the 25 funding proposals received were directly related to women's football. UEFA will invite submissions for medical research grants each year, with findings shared among all its member associations.

QA

PROFESSOR TIM MEYER

'You never know what will happen in football medicine. UEFA needs to be responsive'

Professor Tim Meyer, chairman of UEFA's Medical Committee and a medical director of the Institute of Sport and Preventive Medicine at Saarland University in Germany, explains how UEFA is adapting to the constantly shifting landscape of sports medicine.

What is the primary role of UEFA's Medical Committee?

Medicine changes, new knowledge is developed and regular updates are needed. You never know what will happen in the next five years in football medicine, so UEFA needs to be responsive. We continuously assess whether new UEFA regulations or modifications are required – the UEFA minimum medical requirements are a good example. Our overall goal is to make sure that everyone involved in football – first and foremost, players – is medically safe.

What are the main benefits of UEFA's decision to establish a dedicated medical unit?

The new medical research grants, for one, plus that the unit is now led by a physician with significant clinical experience. A medical background is advantageous for understanding key topics such as injury patterns or the potential influence of the menstrual cycle on women's football. Of course, you can hardly be an expert in all of them, so it's also about finding the right people to provide greater insight and knowledge. This is also reflected on the medical committee; we've increasingly become a committee that includes experts for several fields of play.

What is the biggest concern in football medicine right now?

Head injuries, and heading in children's football. Football is the only sport where you voluntarily use your head, and so we

need to take a close look at that. It's not the only sport with collisions – there are others with much stronger and heavier contacts, and we can learn from them – but heading is unique to our sport, and we have developed our own guidelines. We will continue to monitor new developments and findings in this particular field.

What is UEFA's approach to understanding the potential long-term risks of heading?

We developed guidelines for a risk-limited approach to heading in 2020 and 2021, and that's still what UEFA stands for: not to forbid heading, but to introduce it in youth football through low-risk adaptation – starting with lighter balls or without balls at all, just teaching the technique – combined with awareness of the possible consequences of head injuries.

Recently, UEFA has run two expert panels, on head injuries and heading, to advise us on whether we need to reconsider our position. Our aim is good integration of knowledge from research, but with views from football practitioners. If we achieve that, we will be successful.

How does UEFA ensure that football doctors are fully informed about advances in the field of sports medicine?

It's definitely important. UEFA has a regular football doctor education programme, targeting all UEFA countries. In a typical event, one doctor per national association is invited, and participants are asked to organise events in their own countries to

distribute and cascade that knowledge. We know this is an ambitious task, as our 55 members have varying states of research and medicine development, but it works well. Additional communication channels, such as social media, also have an important role in sharing information and new findings.

What are the main priorities for women's football medicine?

There is a huge need for research; of the research studies that have been done in football, the vast majority have been conducted in men, and not all are transferable to women. This year there was a specific focus on grant applications regarding women's football. For example, we already know that there is a different injury pattern; ACL ruptures are one example of an injury that is much more frequent in women. It's a potentially career-ending injury, so it's really important to address it properly. I expect we will make some surprising discoveries from research into women's football with benefits for the men's game too.

How is football medicine adapting to the challenge of climate change?

Take next year's EURO; it's possible that it will be quite hot, even in a country with a moderate climate such as Germany, so we need to prepare for that. We saw heatwaves in southern Europe this summer. We're working on having regulations in place to safeguard players and fans.



UNITED IN SAFEGUARDING FOOTBALL'S INTEGRITY

Education plays a frontline role in our efforts to protect the game's integrity, from teaching players about the risks and consequences of doping and the importance of clean sport to running a dedicated UEFA Academy anti-match-fixing course.

Education driving anti-doping efforts

The goal of ensuring that every footballer in Europe is aware of the importance of clean sport underlies UEFA's anti-doping education strategy. Since the strategy's launch in 2020, each of UEFA's 55 member associations can request €10,000 each year to pay for anti-doping educational sessions through our HatTrick development programme, which reinvests men's EURO revenue back into the game.

In the 2022/23 season alone, some 27,000 players and 4,000 support staff benefitted from face-to-face and online sessions or e-learning modules run by associations with UEFA support. Together with representatives from Europe's national anti-doping organisations, associations also participated in the first of a series

of webinars, drawing lessons learned from previous initiatives and sharing new educational materials.

UEFA used its competitions to ensure young players' first experience with anti-doping was educational. In total, across the 2022/23 men's and women's European Under-17 and Under-19 championship final tournaments and the Under-19 Futsal EURO, 48 teams and 1,200 players and staff, including team doctors and coaches, attended sporting integrity sessions. From the 2023/24 season, in order to increase the number of educated players and support staff, a revamped approach focusing on empowering national associations will involve team-specific tailored sessions delivered by local experts to teams ahead of their first UEFA qualifying match.

'UEFA's support is a booster for our anti-doping activities'

Galiya Zhymabayeva, education manager at the Kazakhstan national anti-doping organisation

"For the past few years we have worked together with the Kazakhstan Football Federation (KFF) in implementing UEFA's anti-doping education strategy. This has included the launch of our own educational plan for footballers and an anti-doping section on the federation's website in three languages – Kazakh, Russian and English.

"During the 2022/23 season, we conducted 21 face-to-face sessions with all Kazakh national teams (men's and women's) and football and futsal clubs, engaging with athletes, coaches, sport doctors, managers and other support personnel. We use UEFA educational materials to provide accurate and updated information,

plus I also participate in webinars and meetings with other national anti-doping organisations, to exchange experience and learn new approaches.

"Education is crucial: education without testing is not efficient, but testing without education is not fair for players. Together, UEFA, the KFF and the national anti-doping organisation are raising the levels of knowledge and awareness around Kazakhstan. Now we are in touch with many players, and they know they can reach out to us for support. They know their rights and responsibilities, and our young athletes are more confident with doping-control

procedures. Sports doctors are now more confident in their knowledge and in different anti-doping-related situations.



The Italian Football Federation hosted the final session of the first Fight the Fix programme.

Collaboration key to combatting match-fixing

Preventing match-fixing is also crucial to maintaining the integrity of European football competitions. In September 2022, participants embarked on the inaugural Fight the Fix programme – the first-ever anti-match-fixing course run by the UEFA Academy.

Drawing on the expertise of the University of Lausanne's School of Criminal Justice, the programme not only equips those involved in fighting match-fixing with essential tools and skills to identify, investigate and prosecute match-fixing cases, but also emphasises the importance of collaboration between public and law enforcement authorities as well as other sports organisations. Combating a problem that transcends borders and organisations requires a 360-degree approach.

The first Fight the Fix course consisted of three seminars. The first, in November 2022, took place in Switzerland at UEFA's headquarters in Nyon and at the University of Lausanne, and focused on how to recognise suspicious activity. Then, in February 2023, an online session looked at intelligence data, investigative methods and evidence-gathering. The concluding seminar, hosted by the Italian Football Federation in April 2023, taught students about the process of bringing evidence before courts and other prosecution matters.

"Participating in the programme provided a unique opportunity to learn about essential



"The programme provided a unique opportunity to learn about essential tools for investigating and prosecuting match-fixing cases. These are crucial if we are to protect sport."

Nicolas Sayde

Secretary for the Council of Europe's Macolin Convention and a participant in UEFA's first Fight the Fix programme

together local football integrity officers, investigators, law enforcement authorities and prosecutors, among others, to discuss common challenges and potential solutions.

The first workshop was hosted by the Football Federation of Kosovo in Pristina in April 2023, and included representatives from Albania, Bulgaria, Croatia, Kosovo, Montenegro, North Macedonia and Slovenia, plus an Interpol integrity in sports training officer, among other experts. In June, the Lithuanian Football Federation hosted a workshop in Vilnius with participants from Estonia, Finland, Latvia, Lithuania, Poland, Sweden and Ukraine.

Fight the Fix 2022/23

24
participants

19
nationalities
and three
confederations
represented

Three stages:
detection, intelligence, prosecution



PROTECTING THE GAME'S FINANCIAL FUTURE

UEFA's Club Financial Control Body (CFCB) oversaw the start of a three-year transition to new club licensing and financial sustainability regulations. Approved in 2022 to ensure European football's long-term viability, the regulations are based on three pillars: solvency, stability and cost control.

As required under the new solvency pillar, the CFCB and licensors introduced quarterly checks of overdue payables to other clubs, employees, social/tax authorities and UEFA. This change is designed to strengthen protection of creditors, improve clubs' solvency and financial discipline as well as safeguard the integrity of UEFA competitions.

With new football earnings and cost control rules only coming into effect from the start of the 2023/24 season, 2022/23 marked the last assessment of UEFA's break-even rule – a cornerstone of financial fair play regulations for the past ten years. The CFCB first chamber assessed all clubs participating in UEFA competitions and opened 41 proceedings.



Adapting to change

Amendments to the UEFA Club Licensing and Financial Sustainability Regulations (effective July 2023):

- Limitation of amortisation of a player's registration to five years
- Review for impairment of the net book value of a player's registration when the player is loaned out
- Neutralisation of the profit on disposal of a player's registration in case of player exchange transactions (so-called 'player swaps')

LAUNCH OF NEW MEN'S NATIONAL TEAM COMPETITION CYCLE

2022/23 UEFA Nations League revenue redistributed to participating associations to support pan-European development of the game.

The 2022/23 UEFA Nations League ushered in a new men's national team competition cycle, which incorporates the sale of commercial and media rights for qualifying matches for EURO 2024 and the 2026 FIFA World Cup, as well as the Nations League and friendlies. Over the next six years, this cycle will see UEFA increase its distribution of net revenue to member associations for reinvestment in football development. By the end of the 2022/23 season, associations had received UEFA payments for participating in the third edition of the Nations League.

The new men's national team competition cycle, together with Georgia and Romania's co-hosting of the European Under-21 Championship final tournament (see pages 26-27), and Women's EURO 2022, contributed to total UEFA revenue of €4.3bn – 7% more than the previous season.

Record-breaking attendance figures, unprecedented media exposure and the support of our commercial partners meant that Women's EURO 2022 generated €63.2m – a remarkable €50m more than the previous edition. This allowed UEFA to double distribution payments to participating associations to €16m and, for the first time in the women's game, allocate €4.3m as rewards to European clubs for releasing their players to national teams.

UEFA's replenishment of reserves used to protect European associations and clubs from the pandemic's financial hit is expected to accelerate in the 2023/24 financial year, thanks to a significant net contribution from EURO 2024. Maintaining healthy reserves is essential to ensuring that UEFA can continue to deliver on its mission by reinvesting in football development and education programmes.

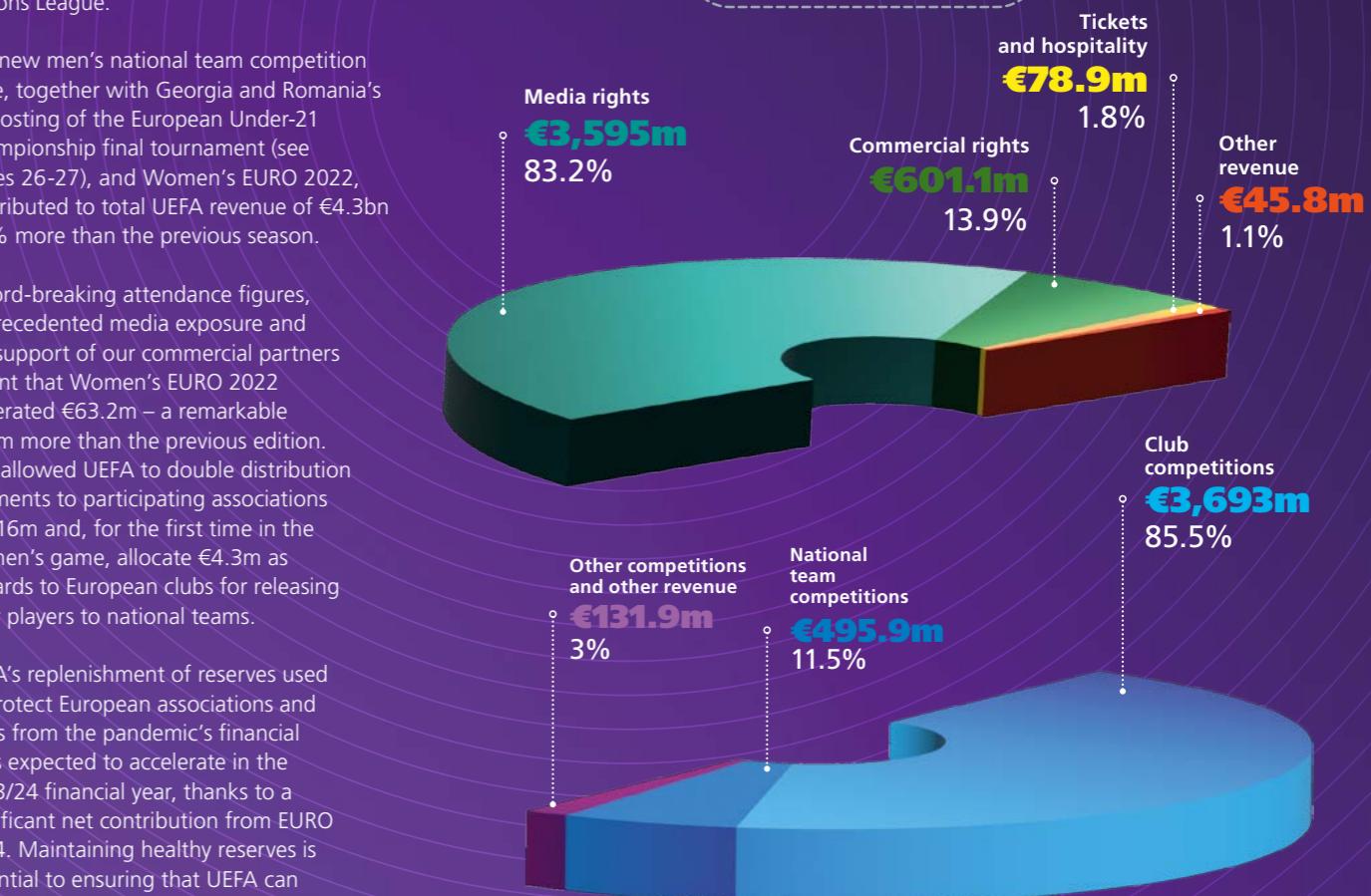


Read more online

For a more detailed picture of our revenue and expenditure streams for the 2022/23 season, download the annual UEFA Financial Report.

Revenue by nature and competition

TOTAL REVENUE 2022/23
€4,320.8m





National associations and leagues

The Football Association of Iceland and the Swiss Super League requested support in producing tailored 360° reports. These documents deliver deep dives into numerous football topics such as league sizing and format, competitive balance, playing squad analysis, commercial development, club ownership, club finances and club facilities. The intelligence centre also provided ad hoc support to both the Albanian Football Association and the Swedish Football Association to guide potential competition reforms.

THE STRATEGIC KNOWLEDGE CENTRE FOR EUROPEAN FOOTBALL

The UEFA intelligence centre has established itself as a critical hub for data-driven insights into multiple aspects of European football. During the 2022/23 season, a variety of stakeholders drew on the centre's expertise and experience, not just in analysing but also applying data to inform evidence-based decisions.

Club Financial Control Body

The mapping of club ownership and European football investments supports the Club Financial Control Body in its monitoring of clubs' compliance with UEFA regulations.

European Club Association

An analysis based on more than 2,300 players capped for their national Under-17 teams between 2014 and 2016 provided the European Club Association with a deeper understanding of career pathways from national youth-level football to domestic leagues, UEFA club competitions and senior national sides.

UEFA medical community

Combining player injury and competition data has generated tailored reports and analytics that support the pioneering research of the UEFA medical community.

Wider football community

Drawing on a range of recognised sources, including the United Nations, the World Bank, the UK Office for National Statistics and Eurostat, the intelligence centre produces demographic data reflecting the geographical borders of UEFA's 55 member associations.



Technical observers

UEFA's technical observers, who deliver match reports on tactical trends and player performances across our competitions (see page 31), can now customise the metrics used to track players during matches. We have also expanded our database of match statistics to cover more than 200 European domestic league and cup competitions.

QA

TOM WALLER



Setting the tone for innovation to happen

Tom Waller, senior vice-president of sports and product innovation at Decathlon, discusses his work with the UEFA innovation hub.

How do we arrive at great innovation?

I think great innovators fall in love with the question, not the answer. You've got to think big, but you also have to think about moving small and staying focused over a really long period of time. There are three important questions that follow this sort of mindset.

Question one: What does the world need? We need to be in touch with the world – what it thinks about football, about its own basic needs. The second question: What are we most qualified to do? This is about understanding your DNA, your culture, your assets and your competencies, then loosening them up from normal daily operations and imagining what else they could do. The last question: What is humanly possible? We often see the past as more important than our potential, and we extrapolate from the past to imagine what the future might be like. We're not wired to change – whereas great innovators take the right mindset.

Why is UEFA uniquely placed to lead innovation in the European football community?

We need to make sure that we're acting on behalf of football. Working with the innovation hub, one of the things I've been most impressed by is the desire not to answer anyone else's questions, but to make problems and their solutions part of the UEFA mission. From the clubs and associations to the providers and the start-ups, the hub is a sandbox for all football stakeholders to come together in the best possible way. One of the things I love about UEFA is that you don't mind who wins competitions – it's just

important the competitions gets won. I think that sets the tone for innovation to take place.

What does the world need from innovation in football?

Football could be the perfect sport. When I think about what the world needs most at this time – a period of volatility, disruption, mental well-being crises, obesity epidemics, loss of community – then you start to see that the ingredients of football unite communities and nations. One of the challenges I put to the innovation hub was that if you understood football in its broadest sense, you should be able to 'de-footballise' football. You should look at it as if it was a remedy to the world's needs, then start to play with the assets you have – potentially opening up important avenues for change, with UEFA providing the fuel to make it happen.

How important is data to what you do and the innovation approach?

It's critical. As a scientist, I'm always searching to understand – because if I can understand something, I can measure it, and if I can measure it, I can make it better. That said, data and intuition must work together. We have this genius within us – match the knowledge we've accumulated over years with data, and magic usually happens.

UEFA innovation hub

Established in 2018 to help European football adapt to an ever-shifting landscape, the innovation hub acts as a sandbox for finding cutting-edge solutions to critical challenges. It leverages the innovation and expertise of public and private sector organisations, forging partnerships and collaboration projects with start-ups, academic institutions and businesses.

"Football could be the perfect sport. When I think about what the world needs most at this time, then you start to see that the ingredients of football unite communities and nations."

AN INSTITUTIONAL YET INDEPENDENT VOICE

The newly formed UEFA Football Board brings together experienced players and coaches from both men's and women's football to ensure the perspective from the pitch continues to guide our governance of the game.

A significant development of the 2022/23 season was the creation of the UEFA Football Board. Approved by our Executive Committee in April 2023, this new advisory body will provide UEFA with first-hand insights into key aspects of the modern game from its most prominent and respected players and coaches, male and female. Later that month, some of the biggest names in men's football, past and present, assembled for the board's inaugural meeting at our headquarters in Nyon, Switzerland. Discussion focused on refereeing across European club competitions, with participants requesting greater clarity on interpretation of the handball rule.

"Success lies in creating a platform for the premier players and managers in

European football and ensuring they feel completely at ease sharing their views and opinions," said Zvonimir Boban, UEFA technical director and chief of football, who chaired the first meeting. "Their feedback will further enhance the protection and progress of football and prove advantageous for all our community's stakeholders."

In September 2023, the Football Board would convene leading players and coaches representing the women's game. The agenda would include refereeing, competitions and medical topics, as well as the post-2024 UEFA women's football strategy. Going forward, these advisory board meetings will become annual fixtures in the UEFA calendar.



Inaugural UEFA Football Board: Who's who

- Eric Abidal, France**
- Carlo Ancelotti, Italy**
- Gareth Bale, Wales**
- Rafael Benítez, Spain**
- Oliver Bierhoff, Germany**
- Fabio Capello, Italy**
- Petr Čech, Czechia**
- Rio Ferdinand, England**
- Luís Figo, Portugal**
- Robbie Keane, Republic of Ireland**
- Jürgen Klinsmann, Germany**
- Ronald Koeman, Netherlands**
- Philipp Lahm, Germany**
- Henrik Larsson, Sweden**
- Michael Laudrup, Denmark**
- Paolo Maldini, Italy**
- Roberto Martínez, Spain**
- Juan Mata, Spain**
- Predrag Mijatović, Montenegro**
- Gareth Southgate, England**
- Patrick Vieira, France**
- Rudi Völler, Germany**
- Javier Zanetti, Argentina**
- Zinédine Zidane, France**



GENERAL STAFF INFORMATION

As at 30 June 2023

CONTRACTS

Permanent	225	381
Fixed-term	79	100

● Women ● Men

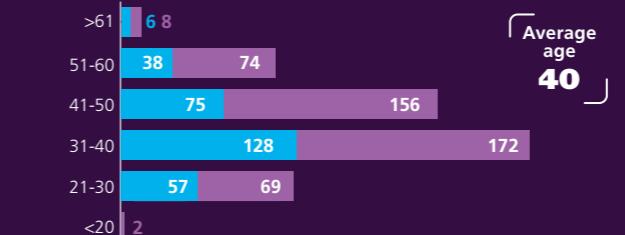
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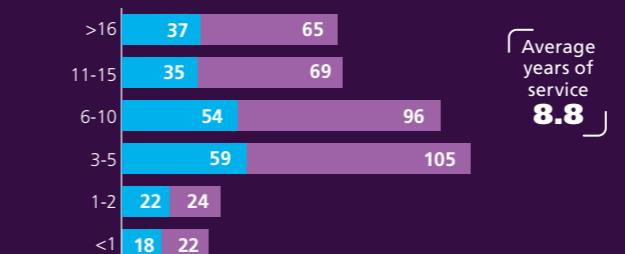
M/F
ratio

39%

AGE



YEARS OF SERVICE (permanent contracts)



55 NATIONALITIES



UEFA EXECUTIVE COMMITTEE

President



Aleksander Čeferin
FIFA vice-president
(Slovenia)

Vice-presidents



Karl-Erik Nilsson
First vice-president
(Sweden)



Luis Rubiales*
(Spain)



Zbigniew Boniek
(Poland)



Gabriele Gravina
(Italy)



Laura McAllister
(Wales)



David Gill
Treasurer
(England)



Members



Philippe Diallo
(France)



Armand Duka**
(Albania)



Alexander Dyukov
(Russia)



Petr Fousek
(Czechia)



Levan Kobiashvili
(Georgia)



Jesper Møller Christensen
(Denmark)



Andrii Pavelko
(Ukraine)



Just Spee
(Netherlands)



Hans-Joachim Watzke
(Germany)



Servet Yardımcı
(Türkiye)



Nasser Al-Khelaifi
(European Club Association/ECA)



Karl-Heinz Rummenigge
(European Club Association/ECA)



Vacant Position

FIFA Council – European members



Sándor Csányi
FIFA vice-president
(Hungary)



Debbie Hewitt
FIFA vice-president
(England)



Răzvan Burleanu
(Romania)



Evelina Christillin
(Italy)



Fernando Gomes
(Portugal)



Georgios Koumas
(Cyprus)



Bernd Neuendorf
(Germany)

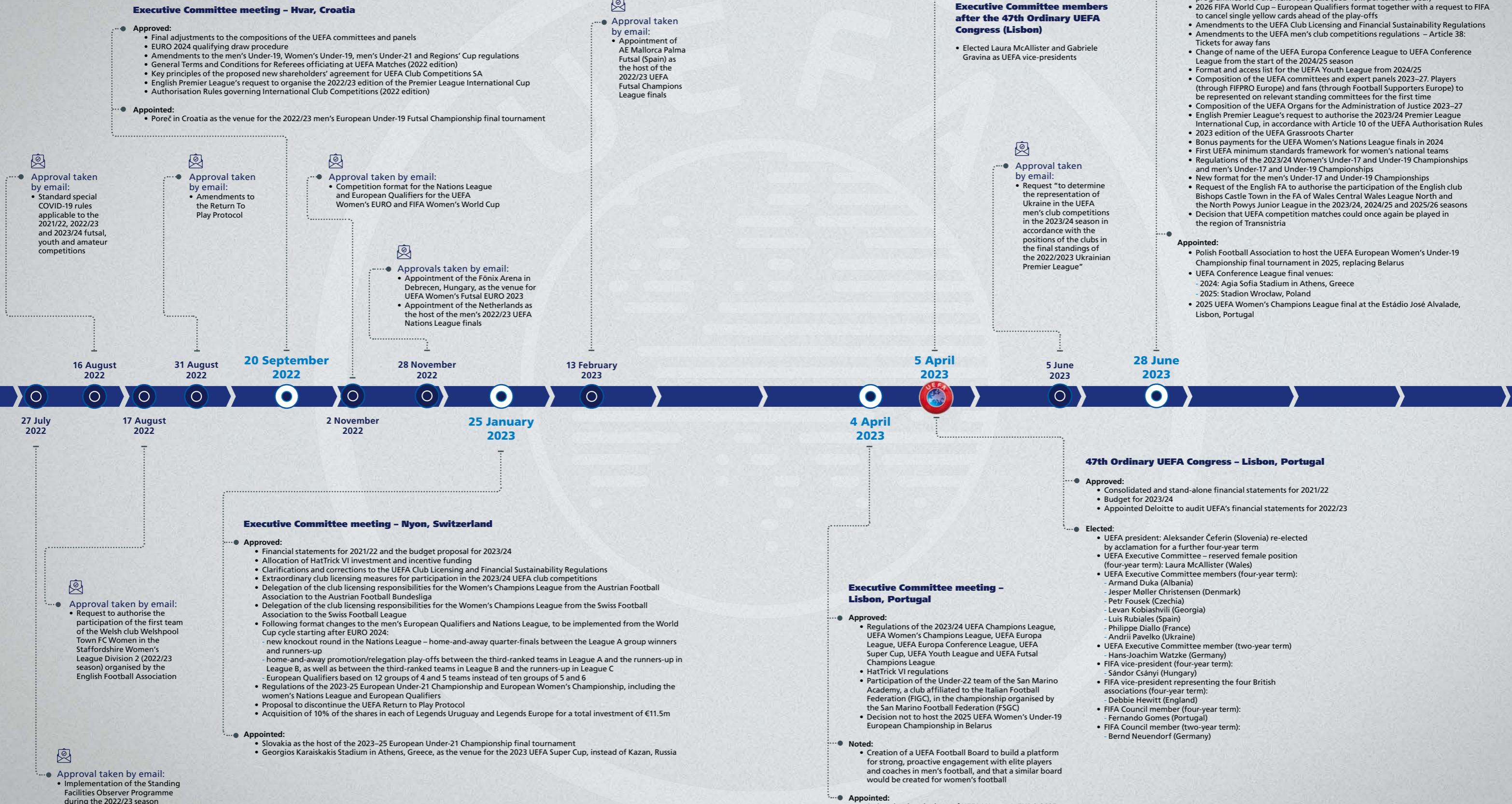


Dejan Savićević
(Montenegro)

* Luis Rubiales resigned on 10 September 2023

** Armand Duka appointed vice-president to replace Luis Rubiales on 26 September 2023

KEY DECISIONS IN 2022/23 BY THE UEFA CONGRESS AND EXECUTIVE COMMITTEE



				
Albania	Andorra	Armenia	Austria	Azerbaijan
				
Belarus	Belgium	Bosnia & Herzegovina	Bulgaria	Croatia
				
Cyprus	Czechia	Denmark	England	Estonia
				
Faroe Islands	Finland	France	Georgia	Germany
				
Gibraltar	Greece	Hungary	Iceland	Israel
				
Italy	Kazakhstan	Kosovo	Latvia	Liechtenstein
				
Lithuania	Luxembourg	Malta	Moldova	Montenegro
				
Netherlands	North Macedonia	Northern Ireland	Norway	Poland
				
Portugal	Republic of Ireland	Romania	Russia	San Marino
				
Scotland	Serbia	Slovakia	Slovenia	Spain
				
Sweden	Switzerland	Türkiye	Ukraine	Wales





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