

# UEFA

ANNUAL REPORT 2018/19



UEFA NATIONS LEAGUE



Estadio Metropolitano in Madrid, where Liverpool recorded a 2-0 victory over English rivals Tottenham Hotspur to win the 2018/19 Champions League on 1 June 2019.





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# ALEKSANDER ČEGERIN

## UEFA President

### **This year UEFA launched a new strategy, Together for the Future of Football. How will UEFA help to shape the future of football?**

UEFA, as guardians of the game, must protect it and develop it, and pass it on to our successors in even better shape. The strategy is simply our road map for doing this. Football is the most popular sport in Europe and on the planet, and we aim to keep it that way. We will put football first and keep football accessible to all. We will build trust and restore faith in football governance. We will ensure that football remains competitive, and we will safeguard competitive integrity and football's sustainability. As the name implies, the strategy requires all football organisations to work closely together. Working together helps us grow together and helps us achieve our shared goal of protecting European football.

### **One of the strategic priorities of the strategy is women's football. What are your expectations for women's football in the next five years?**

I believe there will be no 'women's football' in five years' time. It will be just 'football'. The women's game has never been stronger, but we want to further strengthen competitions, heighten professionalism and double the number of players in Europe. We will also change the perception that football is not for women, so that every girl will have the opportunity to play.

### **What is UEFA doing to help with inclusivity and to tackle racism?**

It is incredible and sickening that in 2019 we are still talking about racism, but sadly the rise of nationalism across the continent has fuelled racist behaviour, which is on the rise in society and, consequently, in football. Football and governments must try even harder to fight this scourge. UEFA has taken the lead with stadium bans and its three-step protocol, but we can all do

more. We must also tackle discrimination off the pitch. We must educate our children and promote diversity and inclusion where we can. We will marginalise the racists. We will integrate the marginalised.

### **This season has been a historic one with the introduction of VAR in some UEFA competitions. Are you happy with how it has gone?**

It has gone very well in our competitions. Of course, not every fan will be happy, but VAR has improved refereeing, improved sporting justice and improved our competitions. We took our time implementing VAR and made sure it was thoroughly tested and that referees had been meticulously trained. That has paid off.

### **UEFA is stepping up its education activity. Can you explain more about that?**

UEFA's player and coach education has long been the standard-bearer in football. But we want to make sure that we educate and inspire all who work in football. The UEFA Academy was launched earlier this year, to centralise UEFA's 15 different learning projects. It will harmonise procedures and assist associations and clubs in raising their professionalism and expertise. We also want to help people grow, and, by doing so, have an even better-run and more prosperous sport in the future.


### **And UEFA also launched its innovation hub this year. Why is innovation important for you?**

At UEFA we need to protect European football, and one way to do so is to future-proof it. We are doing that with education, but also with innovation. One way is to challenge our own staff to show their innovative strength by working together to tackle real business problems. We're also working with local suppliers and global entrepreneurs on innovation challenges, such as the UEFA start-up

challenge and UEFA innovation week, to bring in new technology and ideas.

### **One final innovation for UEFA this year was the launch of UEFA.tv. What does this mean for UEFA?**

UEFA.tv is about two things. It makes football and our competitions more accessible to supporters, young fans especially, around the world. It is also about protecting our competitions and our rights, making sure we are in a position where we can anticipate and respond to changes in the broadcast and digital landscape. That is UEFA on the eve of this decade; ready and in the right place to embrace future challenges in football and beyond.



“UEFA, as guardians of the game, must protect it and develop it, and pass it on to our successors in even better shape.”



**Aleksander Čeferin**

President,  
Professional Football  
Strategy Council  
chairman,  
FIFA vice-president



**Karl-Erik Nilsson**

First vice-president,  
HaTTrick Committee  
chairman



**Sándor Csányi**

Vice-president,  
National Team  
Competitions  
Committee chairman,  
FIFA vice-president



**Fernando Gomes**

Vice-president,  
Club Competitions  
Committee chairman,  
FIFA Council member



**Luis Rubiales**

Vice-president



**Michele Uva**

Vice-president,  
Club Licensing  
Committee chairman

## KEY DECISIONS IN 2018/19 BY THE UEFA CONGRESS AND EXECUTIVE COMMITTEE

### Nyon - meeting of the Executive Committee

- Appointment of host venues:
  - Germany for UEFA EURO 2024
  - Gondomar (Portugal) for the first UEFA Women's Futsal EURO finals (15–17 February 2019)
  - Latvia for the first UEFA Under-19 Futsal EURO (September 2019)
- Increase in the distribution to UEFA member associations for the UEFA Nations League group stage and finals.
- Admission of the Football Federation of Kosovo to the UEFA Referee Convention.
- Decision to introduce VAR in the UEFA Champions League as from the 2019/20 season (with the play-offs in August 2019), in the UEFA Super Cup as from 2019 and in the UEFA Europa League (group stage onwards) as from 2020/21, and for national team competitions at UEFA EURO 2020 and the 2021 UEFA Nations League finals.
- Approval of the ten good governance principles for UEFA member associations.

2/3  
December  
2018

27  
September  
2018

### Dublin - meeting of the Executive Committee

- Appointment of host venues:
  - Portugal for the 2018/19 UEFA Nations League finals from 5 to 9 June 2019
  - England for UEFA Women's EURO 2021
  - Kairat Almaty (Kazakhstan) for the 2019 UEFA Futsal Champions League finals (26–28 April 2019)
  - Hungary and Slovenia for the European Under-21 Championship final tournament in 2021
- Approval of the dates for UEFA Futsal EURO 2022 from 19 January to 6 February.
- Approval of the format and access list for the 2021–24 cycle of the men's club competitions.
- Approval of VAR for use in the round of 16 in the 2018/19 UEFA Champions League, 2019 UEFA Europa League final, 2019 UEFA Nations League finals and 2019 European Under-21 Championship final tournament following successful testing of the technology and referee training.



**Andrii Pavelko**

Member



**Davor Šuker**

Member,  
Football Committee  
chairman



**Michael van Praag**

Member,  
Stadium and Security  
Committee chairman



**Servet Yardımcı**

Member,  
Media Committee  
chairman



**Andrea Agnelli**

Member,  
ECA representative



**Nasser Al-Khelaifi**

Member,  
ECA representative



**David Gill**

Vice-president, UEFA treasurer, Finance Committee chairman, Compensation Committee chairman



**Zbigniew Boniek**

Member, Players' Status, Transfer and Agents and Match Agents Committee chairman



**John Delaney**

Member, Youth and Amateur Football Committee chairman



**Armand Duka**

Member



**Florence Hardouin**

Member, Marketing Advisory Committee chairwoman



**Jesper Møller Christensen**

Member, Legal Committee chairman

**Rome – 43rd Ordinary UEFA Congress**

- Unanimous re-election of Aleksander Čeferin as UEFA president for the period 2019–23.
- Elections:
  - UEFA Executive Committee for the period 2019–23:
    - Florence Hardouin (France), re-elected as the female member of the committee
    - Sándor Csányi (Hungary), re-elected
    - Jesper Møller Christensen (Denmark), newly elected
    - Armand Duka (Albania), newly elected
    - Fernando Gomes (Portugal), re-elected
    - Andrii Pavelko (Ukraine), newly elected
    - Luis Rubiales (Spain), newly elected
    - Davor Šuker (Croatia), re-elected
- FIFA vice-president position reserved for the four British associations for the period 2019–23:
  - Greg Clarke (England)
- European member of FIFA Council:
  - Reinhard Grindel (2019–23)\*
  - Fernando Gomes (2019–21)
  - Georgios Koumas (2019–21)
- Ratification of Nasser Al-Khelaifi as a representative of the European Club Association (ECA) on the Executive Committee.
- Presentation of the UEFA strategy Together for the Future of Football for the period 2019–24.

\*Reinhard Grindel resigned from his UEFA and FIFA positions on 10 April 2019.

**6 February 2019**

**7 February 2019**

**29 May 2019**

**Rome – meeting of the Executive Committee**

- Approval of adaptations to existing regulations to allow for the use of VAR in the 2018/19 UEFA Champions League knockout rounds, the 2018/19 UEFA Europa League final, the 2019 UEFA Nations League finals, the 2019 European Under-21 Championship final tournament and at EURO 2020.
- Increase in the number of final tournament participants for the 2019-21 European Under-21 Championship (in Hungary and Slovenia in June 2021) from 12 to 16.
- Approval of a new memorandum of understanding between UEFA and the ECA until July 2024.
- Approval of the UEFA strategy Together for the Future of Football for the period 2019–24.
- Approval of the UEFA women's football strategy Time for Action for the period 2019–24.

**Baku – meeting of the Executive Committee**

- Appointment of Luis Rubiales (Spain) as a UEFA vice-president until the 2021 UEFA Congress and Noël Le Graët (France) as a European member of the FIFA Council until the 2020 UEFA Congress, both replacing Reinhard Grindel.
- Appointment of the Gamla Ullevi stadium in Gothenburg, Sweden, as the venue for the 2021 UEFA Women's Champions League final.
- Approval of a new European Under-19 Championship format to be piloted for two competitions between 2020 and 2023, after which the Executive Committee would consider extending the new format to the European Under-17 Championship.
- Approval of the Procedural Rules governing the UEFA Club Financial Control Body (2019 edition).
- Approval of the distribution principles for the participation of clubs in the benefits of the 2018/19 UEFA Nations League and UEFA EURO 2020, for which a minimum of €200m would be available, with roughly one third (€70m) allocated to the 2018/19 UEFA Nations League and the 2018–20 European Qualifiers (including the play-offs) and two thirds (€130m) to UEFA EURO 2020.
- Approval of the proposed members of the UEFA disciplinary bodies and UEFA ethics and disciplinary inspectors as well as the composition of the UEFA committees and expert panels, for the period from 2019 to 2023 in each case.



**Lars-Christer Olsson**

Member, EL representative



**Evelina Christillin**

FIFA Council member



**Greg Clarke**

FIFA vice-president



**Georgios Koumas**

FIFA Council member



**Noël Le Graët**

FIFA Council member



**Dejan Savičević**

FIFA Council member



**Alexey Sorokin**

FIFA Council member

# A CLEAR PLAN FOR THE FUTURE OF EUROPEAN FOOTBALL



Built on four key pillars, the mission of the UEFA Strategy 2019-2024 is clear – to set European football on the right path to a more accessible, competitive and prosperous future.

Officially launched at the 43rd Ordinary UEFA Congress in Rome on 7 February 2019 following an exhaustive consultation process involving the whole European football family, the UEFA Strategy 2019-2024 – Together for the Future of Football – serves as the blueprint for the development of

the game across the continent over the next five years, and even beyond.

By implementing the Strategy, UEFA is committed to ensuring football is the most played, trusted, competitive and engaging sport – which will be achieved by adhering to these four key Strategy pillars:



## Football

UEFA's very existence is based first and foremost on its love of the game, which makes this pillar an integral part of the Strategy. In order to keep football first, UEFA will aim to grow and secure long-term engagement with European football stakeholders; ensure European football is accessible and available to all; lead and support the advancement of national football associations; and promote and develop football infrastructure across Europe. This way, football can remain a modern, engaging and inclusive sport for generations to come. What's more, women's football has been earmarked as a strategic priority for this pillar, with the aim of securing its long-term growth and sustainability by establishing dedicated programmes to strengthen its competitions and doubling the number of registered female players.

**30%**

growth in overall participation at all levels by 2024



## Trust

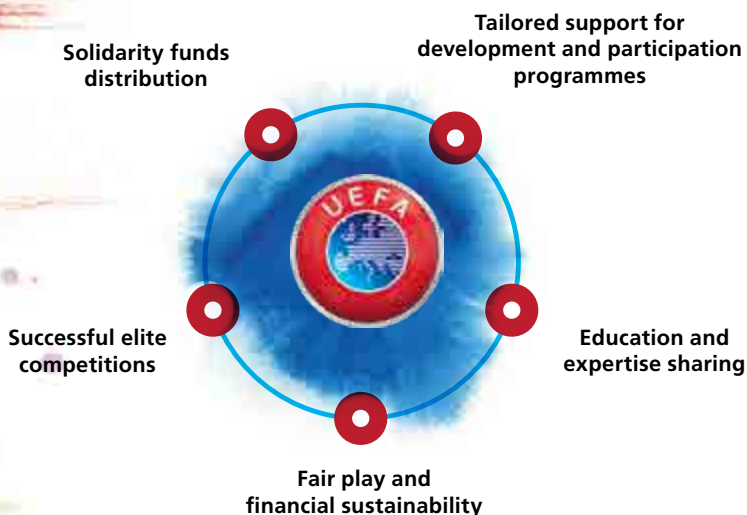
Achieving the objectives set out in the first pillar is dependent on the integrity of the sport, which is why it is important to build trust and foster transparency among the various institutions that make up the European football landscape. The strategy will protect the integrity of football by providing leadership to UEFA's 55 member associations, developing stakeholder involvement and closer cooperation with other parts of the sporting world, and promoting efficient, transparent and accountable corporate governance and financial flows. In fact, good governance is at the heart of UEFA's strategic objectives for this pillar, with an emphasis on enhancing the transparency of information, decision-making and procedures to protect the existing football ecosystem and ensure the European sports model is maintained.

**10**

good governance principles recommended by UEFA for adoption by member associations



# THE FOOTBALL ECOSYSTEM



## Competitiveness

While UEFA is home to some of football's most prestigious tournaments, they remain at risk of losing their competitive balance in the face of financial disparity in an increasingly globalised world. This third pillar affirms UEFA's commitment to preserving the competitiveness of all its competitions, from cooperating with member associations in supporting domestic football and youth player development to promoting financial sustainability from top to bottom. It will also look to bring about an even healthier competitive balance by implementing specific regulations that will focus both on sustainability and on incentivising investment in European football.

**34**

Minimum number of countries to be represented in the group stage of UEFA club competitions



## Prosperity

The fourth and final pillar seeks to secure a bright and promising future for European football, involving maximum engagement with the next generation of fans. Through establishing new revenue channels and continuing to grow existing ones, European football can increase its prosperity, allowing it to dedicate more resources to long-term development, enhancing its international image and awareness and improving efficiencies and knowledge through research and investment. Meanwhile its strategic priority will be to develop higher levels of fan engagement by broadening reach and personalising experience through the launch and promotion of a fan-focused digital platform, exposing new audiences to European football.

**30%**

increase in fan engagement across national associations' digital platforms by 2024



### Professional Football Strategy Council

**Chairman** Aleksander Čeferin

#### Representatives of the UEFA Executive Committee

Karl-Erik Nilsson (Sweden)  
Sándor Csányi (Hungary)  
Fernando Gomes (Portugal)  
Michele Uva (Italy)

#### Appointed by the European Club Association

Nasser Al-Khelaifi (Paris Saint-Germain)  
Josep Maria Bartomeu (FC Barcelona)  
Peter Lawwell (Celtic FC)  
Edward Woodward (Manchester United FC)

#### Appointed by the European Leagues

Lars-Christer Olsson (President)  
Sergey Pryadkin (Board member)  
Mathieu Moreuil (Board member)  
Jacco Swart (Board member)

#### Appointed by FIFPro Division Europe

Bobby Barnes (President)  
Jonas Baer-Hoffmann (General Secretary)  
Mads Øland (Board member)  
Damiano Tommasi (Board member)

#### Observers

UEFA Luis Rubiales (Spain)  
FIFA Alasdair Bell (Deputy General Secretary)  
ECA Michele Centenaro (General Secretary)  
EL Georg Pangl (General Secretary)  
FIFPro Theo van Seggelen (General Secretary)

**Meetings:** 30 August 2018, 14 November 2018, 18 February 2019

### Governance and Compliance Committee

**Chairman** Herbert Hübel (Austria)

**Members** Marco Casagrande (Finland)  
Charles Deguara (Malta – independent member)  
Kadir Kardeş (Turkey)  
José Juan Pintó Sala (Spain – independent member)

**Meetings:** 30 October 2018, 5 February 2019

### Compensation Committee

**Chairman** David Gill (England)

**Members** Herbert Hübel (Austria)  
José Juan Pintó Sala (Spain – independent member)

**Consultant** Stephan Hostettler (Switzerland – HCM International Ltd)

**Meetings:** 31 August 2018, 26 September 2018, 19 November 2018, 3 May 2019, 20 May 2019



## National Associations Committee

|                          |                               |
|--------------------------|-------------------------------|
| <b>Chairman</b>          | Grigoriy Surkis (Ukraine)     |
| <b>Deputy chairman</b>   | Fernando Gomes (Portugal)     |
| <b>1st vice-chairman</b> | Greg Clarke (England)         |
| <b>2nd vice-chairman</b> | Hugo Quaderer (Liechtenstein) |
| <b>3rd vice-chairman</b> | Levan Kobiasvili (Georgia)    |

|                |   |
|----------------|---|
| <b>Members</b> | Azamat Aitkhozhin (Kazakhstan)<br>Alaatin Aykac (Turkey)<br>Pål Bjerketvedt (Norway)<br>Ofir Eini (Israel)<br>Virgar Hvidbro (Faroe Islands)<br>Slaviša Kokeza (Serbia)<br>Ari Lahti (Finland)<br>Patrick Nelson (Northern Ireland)<br>Charles Robba (Gibraltar)<br>Alexey Sorokin (Russia)<br>Radu Visan (Romania)<br>Dimitar Zisovski (North Macedonia) |
|----------------|---|

**Co-opted member** Noël Le Graët (France)

*Member who left this committee during the 2018/19 season: Reinhard Grindel (Germany)*

## Finance Committee

|                 |  |
|-----------------|--|
| <b>Chairman</b> | David Gill (England)                           |
| <b>Members</b>  | Sándor Csányi (Hungary)<br>Michele Uva (Italy) |

**Meetings:** 26 September 2018, 21 November 2018, 6 February 2019, 2 May 2019

## Referees Committee

|                            |   |
|----------------------------|---|
| <b>Chairman</b>            | Roberto Rosetti (UEFA Chief Refereeing Officer)   |
| <b>Deputy chairman</b>     | Hugh Dallas (UEFA Refereeing Officer)   |
| <b>1st vice-chairman</b>   | Marc Batta (UEFA Refereeing Officer)  |
| <b>2nd vice-chairman</b>   | Vladimir Sajn (UEFA Refereeing Officer)   |
| <b>3rd vice-chairwoman</b> | Dagmar Damková (UEFA Refereeing Officer)  |
| <b>Members</b>             | David R. Elleray (England)<br>Herbert Fandel (Germany)<br>José Fontelas Gomes (Portugal)<br>Bo Karlsson (Sweden)<br>Nikolay Levnikov (Russia)<br>Jaap Uijlenberg (Netherlands)<br>Kyros Vassaras (Greece) |

**Meeting:** 5 December 2018

*Member who left this committee during the 2018/19 season: Pierluigi Collina (Italy)*

## National Team Competitions Committee

|                          |                           |
|--------------------------|---------------------------|
| <b>Chairman</b>          | Sándor Csányi (Hungary)   |
| <b>Deputy chairman</b>   | Michele Uva (Italy)       |
| <b>1st vice-chairman</b> | Alan McRae (Scotland)     |
| <b>2nd vice-chairman</b> | Mahmut Özgener (Turkey)   |
| <b>3rd vice-chairman</b> | Martin Glenn (England)    |
| <b>4th vice-chairman</b> | Tiago Craveiro (Portugal) |

|                |  |
|----------------|--|
| <b>Members</b> | Angelo Chetcuti (Malta)<br>Friedrich Curtius (Germany)<br>Gijs de Jong (Netherlands)<br>Laurent Georges (France)<br>Rotem Kamer (Israel)<br>Emil Kostadinov (Bulgaria)<br>Alfred Ludwig (Austria)<br>Alex Miescher (Switzerland)<br>Alberto Pacchioni (San Marino)<br>Maciej Sawicki (Poland)<br>Håkan Sjöstrand (Sweden)<br>Terje Svendsen (Norway)<br>Dušan Svoboda (Czech Republic)<br>Geir Thorsteinnsson (Iceland)<br>Damir Vrbanović (Croatia) |
|----------------|--|

**Meetings:** 27 November 2018, 21 May 2019

## Club Competitions Committee

|                          |                                 |
|--------------------------|---------------------------------|
| <b>Chairman</b>          | Fernando Gomes (Portugal)       |
| <b>Deputy chairman</b>   | David Gill (England)            |
| <b>Deputy chairman</b>   | Michael van Praag (Netherlands) |
| <b>1st vice-chairman</b> | Umberto Gandini (Italy)         |
| <b>2nd vice-chairman</b> | Sofoklis Pilavios (Greece)      |

|                |   |
|----------------|---|
| <b>Members</b> | Josep Maria Bartomeu (Spain)<br>Peter Fossen (Netherlands)<br>Michael Gerlinger (Germany)<br>Peter Lawwell (Scotland)<br>Pedro López Jiménez (Spain) – UEFA Club Competitions SA Board of Administration<br>Dariusz Mioduski (Poland) – UEFA Club Competitions SA Board of Administration<br>Nikola Prentić (Montenegro)<br>Aki Riihilahti (Finland)<br>Vadim Vasilyev (France)<br>Michael Verschueren (Belgium) – UEFA Club Competitions SA Board of Administration<br>Edward Woodward (England) – UEFA Club Competitions SA Board of Administration<br>Steven Zhang (Italy) |
|----------------|---|

**EL representative** Didier Quillot (France)

**Meetings:** 30 August 2018, 14 November 2018, 14 May 2019



## Youth and Amateur Football Committee

|                          |                                    |
|--------------------------|------------------------------------|
| <b>Chairman</b>          | John Delaney (Republic of Ireland) |
| <b>Deputy chairman</b>   | Grigoriy Surkis (Ukraine)          |
| <b>1st vice-chairman</b> | Aivar Pohlak (Estonia)             |
| <b>2nd vice-chairman</b> | Sergei Roumas (Belarus)            |
| <b>3rd vice-chairman</b> | Armen Minasyan (Armenia)           |

|                |   |
|----------------|---|
| <b>Members</b> | Hans-Dieter Drewitz (Germany)<br>Mustafa Erögüt (Turkey)<br>Alessandro Giaquinto (San Marino)<br>Richard Havrilla (Slovakia)<br>Marc Keller (France)<br>Christian Kofoed (Denmark)<br>Yordan Letchkov (Bulgaria)<br>Trefor Lloyd Hughes (Wales)<br>Paul Lyon (Gibraltar)<br>David Martin (Northern Ireland)<br>Rudolf Marxer (Liechtenstein)<br>Marcelino Maté (Spain)<br>Ludovico Micallef (Malta)<br>Savo Milošević (Serbia)<br>Vito Roberto Tisci (Italy)<br>Rudi Zavrl (Slovenia) |
|----------------|---|

**Meetings:** 26 November 2018, 27 March 2019

## Women's Football Committee

|                            |                                       |
|----------------------------|---------------------------------------|
| <b>Chairwoman</b>          | Anne Rei (Estonia)                    |
| <b>Deputy chairman</b>     | John Delaney (Republic of Ireland)    |
| <b>1st vice-chairwoman</b> | Hannelore Ratzeburg (Germany)         |
| <b>2nd vice-chairman</b>   | Jasmin Baković (Bosnia & Herzegovina) |
| <b>3rd vice-chairwoman</b> | Laura McAllister (Wales)              |

|                |   |
|----------------|---|
| <b>Members</b> | Mette Bach Kjaer (Denmark)<br>Bernadette Constantin (France)<br>David Delferrière (Belgium)<br>Sue Hough (England)<br>Monica Jorge (Portugal)<br>Annelie Larsson (Sweden)<br>Anne McKeown (Scotland)<br>Nikola Mužiková (Czech Republic)<br>Camelia Nicolae (Romania)<br>Aleksandra Pejkovska (North Macedonia)<br>Meta Römers (Netherlands)<br>Francesca Sanzone (Italy)<br>Gudrun Inga Sivertsen (Iceland)<br>Marina Tashchyan (Armenia)<br>Sharon Zeevi (Israel) |
|----------------|---|

**ECA representatives** Linda Wijkström (Elitfotbol Dam – Sweden)  
Christina Saß (VfL Wolfsburg – Germany)

**ECA observer** Olivier Jarosz

**Meeting:** 29 October 2018

**Futsal and Beach Soccer Committee**

|                          |  |
|--------------------------|--|
| <b>Chairman</b>          | Aleksandr Alaev (Russia)   |
| <b>Deputy chairman</b>   | Petr Fousek (Czech Republic)   |
| <b>1st vice-chairman</b> | Ilir Shulku (Albania)  |
| <b>2nd vice-chairman</b> | José Venancio López Hierro (Spain)   |
| <b>3rd vice-chairman</b> | Boris Durlen (Croatia)   |
| <b>Members</b>           | Alexandru Burlac (Moldova)<br>Mustafa Çağlar (Turkey)<br>Pedro Dias (Portugal)<br>Zoltán Drucskó (Hungary)<br>Philippe Hertig (Switzerland)<br>Gian Luca Angelini (San Marino)<br>Andrea Montemurro (Italy)<br>Ciprian Paraschiv (Romania)<br>Hans Schelling (Netherlands)<br>Sergejus Slyva (Lithuania)<br>Sergii Vladyko (Ukraine) |

Meetings: 5 November 2018, 19 March 2019

**HatTrick Committee**

|                          |   |
|--------------------------|---|
| <b>Chairman</b>          | Karl-Erik Nilsson (Sweden)  |
| <b>Deputy chairman</b>   | Armand Duka (Albania)   |
| <b>1st vice-chairman</b> | Leo Windtner (Austria)  |
| <b>2nd vice-chairman</b> | George Koumas (Cyprus)  |
| <b>3th vice-chairman</b> | Michail Kassabov (Bulgaria)   |
| <b>Members</b>           | Tom Borgions (Belgium)<br>Eamon Breen (Republic of Ireland)<br>Mette Christiansen (Norway)<br>Niccolò Donna (Italy)<br>Peter Frymuth (Germany)<br>Sylvain Grimault (France)<br>Neil Jardine (Northern Ireland)<br>Kaarlo Kankkunen (Finland)<br>Jozef Kliment (Slovakia)<br>Vadym Kostiuhenko (Ukraine)<br>Mirosław Malinowski (Poland)<br>Filip Popovski (North Macedonia)<br>Siarhei Safaryan (Belarus)<br>Andreu Subies I Forcada (Spain)<br>Amirzhan Tussupbekov (Kazakhstan)<br>Márton Vági (Hungary)<br>Cengiz Zulfikaroğlu (Turkey)<br>Kurt Zuppinger (Switzerland)) |

**Special advisor** Marios N. Lefkaritis (Cyprus)

Meetings: 29 November 2018, 2 April 2019

**Development and Technical Assistance Committee**

|                          |   |
|--------------------------|---|
| <b>Chairman</b>          | Borislav Mihaylov (Bulgaria)  |
| <b>Deputy chairman</b>   | Zbigniew Boniek (Poland)  |
| <b>1st vice-chairman</b> | Paul Philipp (Luxembourg)   |
| <b>2nd vice-chairman</b> | Jānis Mežeklis (Latvia)   |
| <b>3rd vice-chairman</b> | Guðni Bergsson (Iceland)  |
| <b>Members</b>           | Sergey Anokhin (Russia)<br>Dan Ashworth (England)<br>Dušan Bajević (Bosnia & Herzegovina)<br>Karol Belanik (Slovakia)<br>Bent Clausen (Denmark)<br>Sreten Ćuk (Croatia)<br>Nemanja Filipović (Serbia)<br>Ion Geolgau (Romania)<br>Mario Gjurginovski (North Macedonia)<br>Lars Richt (Sweden)<br>Hannu Tihinen (Finland)<br>Chris Van Puyvelde (Belgium)<br>Fríðin Ziskason (Faroe Islands) |

Meeting: 22 November 2018

**Club Licensing Committee**

|                            |   |
|----------------------------|---|
| <b>Chairman</b>            | Michele Uva (Italy)   |
| <b>Deputy chairman</b>     | Michael van Praag (Netherlands)   |
| <b>1st vice-chairwoman</b> | Ivančica Sudac (Croatia)  |
| <b>2nd vice-chairman</b>   | Thomas Christensen (Denmark)  |
| <b>3rd vice-chairman</b>   | Yuriy Zapisotskiy (Ukraine)   |
| <b>Members</b>             | Roman Babaev (Russia)<br>Ludvik Georgsson (Iceland)<br>Hilmi Sinan Güreli (Turkey)<br>Jacques Lagnier (France)<br>Arne Larsen Økland (Norway)<br>Siniša Mitrović (Slovenia)<br>José Miguel Monje Carrillo (Spain)<br>Erzhan Mussabekov (Kazakhstan)<br>Eamon Naughton (Republic of Ireland)<br>Nick Nicolaou (Cyprus)<br>Kieran O'Connor (Wales)<br>Peter Peters (Germany)<br>Nenad Santrač (Serbia)<br>Heinrich Schifferle (Switzerland)<br>Johan Timmermans (Belgium)<br>Milan Vojtek (Slovakia)<br>Łukasz Wachowski (Poland) |

**EL representative** Marco Brunelli (Italy)

Meetings: 13 November 2018, 12 April 2019

**Stadium and Security Committee**

|                          |  |
|--------------------------|--|
| <b>Chairman</b>          | Michael van Praag (Netherlands)  |
| <b>Deputy chairman</b>   | Servet Yardımcı (Turkey)   |
| <b>1st vice-chairman</b> | Elvedin Begić (Bosnia & Herzegovina)   |
| <b>2nd vice-chairman</b> | David Griffiths (Wales)  |
| <b>3rd vice-chairman</b> | Markku Lehtola (Finland)   |
| <b>Members</b>           | Bert Andersson (Sweden)<br>Donel Conway (Republic of Ireland)<br>Jean-François Crucke (Belgium)<br>Zoran Cvrk (Croatia)<br>Peter Dedik (Slovakia)<br>Josep Garcia (Andorra)<br>Volodymyr Geninson (Ukraine)<br>Cécile Grandsimon (France)<br>Hendrik Grosse Lefert (Germany)<br>Adrian Ixari (Moldova)<br>Giovanni Spitaleri (Italy)<br>Raimondas Statkevičius (Lithuania)<br>Ivica Tončev (Serbia)<br>Phivos Vakis (Cyprus) |

**EL representative** Claus Thomsen (Denmark)

Meetings: 13 November 2018, 4 April 2019

**Medical Committee**

|                            |  |
|----------------------------|--|
| <b>Chairman</b>            | Michel D'Hooghe (Belgium)  |
| <b>Deputy chairman</b>     | Tim Meyer (Germany)  |
| <b>1st vice-chairwoman</b> | Helena Herrero (Spain)   |
| <b>2nd vice-chairman</b>   | José Henrique Da Costa Jones (Portugal)  |
| <b>3rd vice-chairman</b>   | Zoran Bahtijarević (Croatia)   |
| <b>Members</b>             | Bisser Bochev (Bulgaria)<br>Charlotte Cowie (England)<br>Mete Düren (Turkey)<br>Andrea Ferretti (Italy)<br>Magnus Forsblad (Sweden)<br>Georgios Godolias (Greece)<br>John MacLean (Scotland)<br>Juan Carlos Miralles (Andorra)<br>Emmanuel Orhant (France)<br>Zsolt Széldi (Hungary) |

Meetings: 17 October 2018, 8 May 2019



## Players' Status, Transfer and Agents and Match Agents Committee

|                          |  |
|--------------------------|--|
| <b>Chairman</b>          | Zbigniew Boniek (Poland)   |
| <b>Deputy chairman</b>   | Sergey Pryadkin (Russia)   |
| <b>1st vice-chairman</b> | Marco Casagrande (Finland)   |
| <b>2nd vice-chairman</b> | Mario Gallavotti (Italy)   |
| <b>3rd vice-chairman</b> | Henrik Ravnild (Denmark)   |
| <b>Members</b>           | Andy Ambler (England)<br>Róbert Barczy (Hungary)<br>Andreu Camps i Povill (Spain)<br>Siarhei Ilyich (Belarus)<br>Pavel Kolev (Bulgaria)<br>Paulo Lourenço (Portugal)<br>Rod Petrie (Scotland)<br>Lukas Pitek (Slovakia)<br>Oleh Protasov (Ukraine)<br>Jean-Jacques Schonckert (Luxembourg)<br>Peter Stadelmann (Switzerland) |
| <b>EL representative</b> | Ansgar Schwenken (Germany)   |

Meeting: 9 November 2018

## Legal Committee

|                          |   |
|--------------------------|---|
| <b>Chairman</b>          | Jesper Møller Christensen (Denmark)   |
| <b>Deputy chairman</b>   | Peter Gilliéron (Switzerland)   |
| <b>1st vice-chairman</b> | Christian Andreassen (Faroe Islands)  |
| <b>2nd vice-chairman</b> | Andrii Pavelko (Ukraine)  |
| <b>3rd vice-chairman</b> | Herbert Hübel (Austria)   |
| <b>Members</b>           | Efraim Barak (Israel)<br>Mark Boetekees (Netherlands)<br>Neil Doncaster (Scotland)<br>Artan Hajdari (Albania)<br>Vladimir Iveta (Croatia)<br>Ainar Leppänen (Estonia)<br>Krzysztof Malinowski (Poland)<br>Ramish Maliyev (Azerbaijan)<br>Kristen Malmsten (Sweden)<br>Luca Miranda (Italy)<br>Borislav Popov (Bulgaria)<br>Luis Rubiales (Spain)<br>Eroll Salihu (Kosovo)<br>Daniel Spreutels (Belgium)<br>Saša Zagorc (Slovenia) |
| <b>EL representative</b> | Claudius Schäfer (Switzerland)  |

Meeting: 21 November 2018



## Marketing Advisory Committee

|                          |   |
|--------------------------|---|
| <b>Chairwoman</b>        | Florence Hardouin (France)  |
| <b>Deputy chairman</b>   | Davor Šuker (Croatia)   |
| <b>1st vice-chairman</b> | Răzvan Burleanu (Romania)   |
| <b>2nd vice-chairman</b> | Martin Malik (Czech Republic)   |
| <b>3rd vice-chairman</b> | Kadir Kardaş (Turkey)   |
| <b>Members</b>           | Olzhas Abrayev (Kazakhstan)<br>Mark Bullingham (England)<br>Jonathan Ford (Wales)<br>Atanas Furnadzhiev (Bulgaria)<br>Javid Garayev (Azerbaijan)<br>Kaspars Gorkšs (Latvia)<br>David McDowell (Slovenia)<br>Agnieszka Prachniak (Poland)<br>Chris Rawlings (Scotland)<br>Jaroslav Šišolák (Slovakia)<br>Frances Smith (Republic of Ireland)<br>Denis Solovev (Russia)<br>Denni Strich (Germany) |

Meetings: 22 November 2018, 24 April 2019, 28 June 2019

## Media Committee

|                          |  |
|--------------------------|--|
| <b>Chairman</b>          | Servet Yardımcı (Turkey)   |
| <b>Deputy chairwoman</b> | Florence Hardouin (France)   |
| <b>1st vice-chairman</b> | Nicolai Cebotari (Moldova)   |
| <b>2nd vice-chairman</b> | Momir Djurdjevac (Montenegro)  |
| <b>3rd vice-chairman</b> | Vacant   |
| <b>Members</b>           | Janusz Basalaj (Poland)<br>Matej Damjanović (Bosnia & Herzegovina)<br>Márton Dinnyés (Hungary)<br>Nerijus Dunauskas (Lithuania)<br>Otar Giorgadze (Georgia)<br>Peter Jehle (Liechtenstein)<br>Tomaž Ranc (Slovenia)<br>Stilian Shishkov (Bulgaria)<br>Alexandros Spyropoulos (Greece)<br>Robert Sullivan (England) |

Meeting: 12 December 2018

*Members who left this committee during the 2018/19 season: Onofre Costa (Portugal), Philipp Patsch (Liechtenstein)*

## Fair Play and Social Responsibility Committee

|                            |   |
|----------------------------|---|
| <b>Chairman</b>            | Peter Gilliéron (Switzerland)   |
| <b>Deputy chairman</b>     | Elkhan Mammadov (Azerbaijan)  |
| <b>1st vice-chairman</b>   | Norman Darmanin Demajo (Malta)  |
| <b>2nd vice-chairman</b>   | Kairat Boranbayev (Kazakhstan)  |
| <b>3rd vice-chairman</b>   | Konstantinos Vrakas (Greece)  |
| <b>4th vice-chairwoman</b> | Fiona May (Italy)   |
| <b>Members</b>             | Klara Bjartmarz (Iceland)<br>Milovan Djukanovic (Montenegro)<br>Paul Elliott (England)<br>Ekaterina Fedyshina (Russia)<br>Conrad Kirkwood (Northern Ireland)<br>Edvin Libohova (Albania)<br>Haris Loizides (Cyprus)<br>Edgars Pukinskis (Latvia)<br>Teresa Romão (Portugal)<br>Charles Schaack (Luxembourg)<br>Gaston Schreurs (Belgium)<br>Stefanie Schulte (Germany)<br>Johan van Geijn (Netherlands) |

EL representative: Marcin Animucki (Poland)

Meetings: 7 November 2018, 2 May 2019

## Football Committee

|                          |  |
|--------------------------|--|
| <b>Chairman</b>          | Davor Šuker (Croatia)  |
| <b>Deputy chairman</b>   | Borislav Mihaylov (Bulgaria)   |
| <b>1st vice-chairman</b> | Pavel Cebanu (Moldova)   |
| <b>2nd vice-chairman</b> | Dejan Savičević (Montenegro)   |
| <b>3rd vice-chairman</b> | Vacant   |
| <b>4th vice-chairman</b> | Luís Figo (Portugal)   |
| <b>Members</b>           | Demetrio Albertini (Italy)<br>Panagiotis Chatzialexiou (Germany)<br>Matt Crocker (England)<br>Tomas Danilevičius (Lithuania)<br>Anghel Iordanescu (Romania)<br>Muhamed Konjić (Bosnia & Herzegovina)<br>Stefan Majewski (Poland)<br>David Mujiri (Georgia)<br>Tibor Nyilasi (Hungary)<br>Fernando Ruiz Hierro (Spain)<br>Alexey Smertin (Russia) |
| <b>EL representative</b> | Pedro Proença (Portugal)   |
| <b>Special advisor</b>   | Roberto Rosetti (UEFA Chief Refereeing Officer)  |

Meeting: 18 December 2018

*Member who left this committee during the 2018/19 season: Ilcho Gjorgjioski (North Macedonia)*



MADRID 19 F I N





# PLAYING THE GAME

**18** National team  
competitions

**26** **Focus** Refereeing

**28** Club competitions

**36** Futsal competitions

**38** A continent  
of competitions



## NATIONAL TEAM COMPETITIONS

# A NEW DAWN FOR NATIONAL TEAM FOOTBALL

**The UEFA Nations League finals played in June 2019 represented just one facet of UEFA's overall revival of national team football, offering more competitive matches and making better use of the international match calendar.**

Finals hosts Portugal became the inaugural champions of the UEFA Nations League in June 2019, bringing to an end a hugely successful debut outing for UEFA's newest competition, which has revolutionised the international match calendar.

The thinking behind the UEFA Nations League was to incorporate promotion and relegation – a system that is at the heart of club competitions across all levels of the game – into national team football, while also implementing a league structure that brings together teams of comparable strength, making every match count.

And the first edition more than delivered on that front, with the league phase – which ran over six matchdays between September and November 2018 – producing an abundance of exciting and competitive football across all four leagues, culminating with the four group winners in League A fighting it out at the finals.

Of added significance was that the UEFA Nations League would offer 16 teams a second chance to qualify for UEFA EURO 2020 via play-offs in March 2020, where a total of four places for the final tournament will be up for grabs. This was a further incentive for all 55 participating nations to put in strong performances during the group phase.



From a commercial standpoint, the UEFA Nations League saw the centralisation of all media rights of the senior national teams, which extends to 2022 and includes the UEFA EURO 2020 qualifiers and all friendly matches in this period, as well as the centralisation of the match ball, with a few exceptions. Each national association also retained its own sponsorship rights during UEFA Nations League group phase matches.

While the participating national associations and UEFA's commercial partners have responded to the UEFA Nations League with great enthusiasm, fans have also quickly embraced the new competition, appreciating its competitive ▶

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## Looking the part on the pitch

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In keeping with the innovative spirit of the first-ever UEFA Nations League, eight national associations used the competition as an opportunity to show off their brand-new, fully customised national team kits courtesy of UEFA's kit assistance scheme.

The initiative is intended to help smaller associations land kit deals with suppliers, and the 2018–20 cycle saw Andorra, Armenia, Belarus, Cyprus, the Faroe Islands, Liechtenstein, Luxembourg and San Marino benefit from UEFA assistance to launch their new range of kits, as designed by Italian sportswear brand Macron.

To mark the occasion, a series of events took place in the home countries of the national associations, with current players, coaches, local dignitaries, UEFA officials and other prominent guests in attendance.



► edge and the closely fought encounters it generated. Leagues A, B and C brought in an average of 22,749 spectators, exceeding the average stadium attendance for the previous three UEFA EURO qualifiers. Meanwhile, more than 50 million fans tuned in to watch live on each matchday, thanks in large part to a comprehensive broadcasting deal that included 97 partners providing coverage in over 150 territories. The conclusion of the league phase on matchday 6 also generated an impressive 174 million interactions on UEFA.com and UEFA's social media channels.

Elsewhere, in June 2019 UEFA staged a series of events in the 12 UEFA EURO 2020 host cities to mark 'one year to go' until the start of the tournament and announced the first phase of ticket sales under the slogan LIVE IT. FOR REAL, with 1.5 million tickets being made available to the general public from as little as €30.

The celebration also coincided with the launch of the UEFA EURO 2020 volunteer programme, which aims to recruit 12,000 people from the 12 host associations to facilitate the running of the tournament – UEFA's most wide-ranging volunteer initiative yet.

"The value of volunteering to individuals and local communities is widely recognised," said UEFA president Aleksander Čeferin. "Volunteering gives people a hugely rewarding experience and allows as many people as possible to be active participants during the UEFA EURO 2020 finals, which will be the largest transnational sporting event ever held in Europe and a celebration across the continent."

Meanwhile, Germany was awarded the hosting rights for UEFA EURO 2024 in September 2018 following a vote by the UEFA Executive Committee in Nyon.

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## A truly European championship

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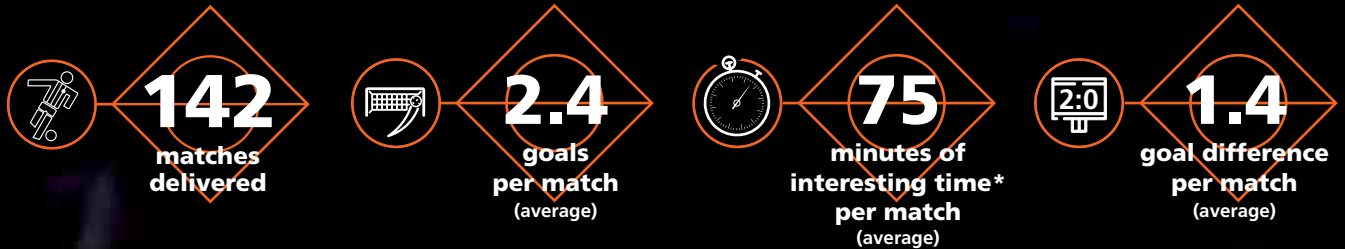
**UEFA general secretary Theodore Theodoridis explains why UEFA EURO 2020 will be a tournament to remember – particularly for its host cities...**



"For a UEFA general secretary, the biggest event in our calendar is the UEFA European Championship. Everything we do for national team football is linked to the EURO. It provides the means that back the long-term development of football among our 55 member associations, and on this occasion the format will actually bring additional benefit. A lot of host cities and countries that would otherwise never be able to stage a EURO now have the opportunity to be at the heart of the party and play their part. This has enormous advantages. It provides an enhanced sense of pride locally and raises the standards in terms of competition organisation across the continent. We are looking to raise the bar by supporting many of our associations in staging the biggest matches ever held in their country."



## BRINGING A NEW COMPETITION TO LIFE



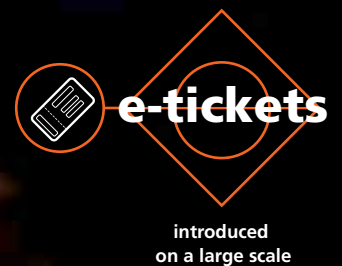
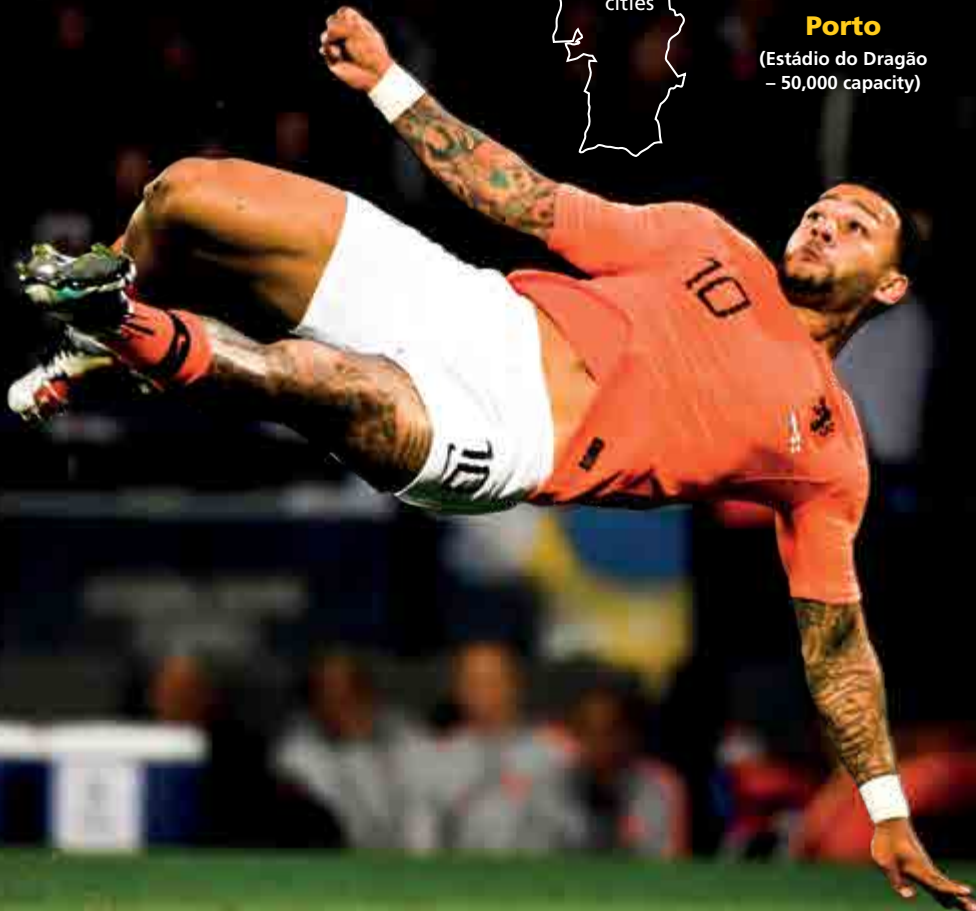
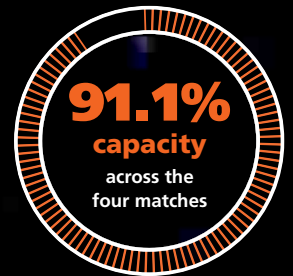
\* Number of minutes from kick-off until the first time there is a difference of two goals

### FINAL PHASE



**Guimarães**  
(Estádio D. Afonso Henriques – 30,000 capacity)

**Porto**  
(Estádio do Dragão – 50,000 capacity)





UEFA EUROPEAN UNDER-21 CHAMPIONSHIP

# EUROPE SWITCHES ON TO SEE YOUNG STARS IN ACTION

As the last final tournament to feature 12 teams before its expansion to 16 teams for the 2019–21 edition, the 2019 UEFA European Under-21 Championship finals offered further evidence of the growing popularity of youth football in Europe, both in the stadiums and especially at home.



More than  
**250,000**

tickets sold across a  
total of **21** matches



A cumulative  
audience of  
**16.1**  
**million**

viewers in Italy  
watched games that  
did not involve the  
Azzurri

The final tournament of the 22nd UEFA European Under-21 Championship took place in Italy and San Marino in June 2019, with the tournament once again serving up an enthralling final between Spain and Germany.

While the headlines belonged to the Spaniards – their narrow 2-1 victory both avenging their defeat at the hands of the Germans two years previously and equalling Italy's record of five titles in this age category – there was also cause for UEFA to celebrate the organisation and execution of another successful elite youth tournament, with video assistant referees (VAR) being implemented for the first time at this level. Strong attendances and record-breaking TV audience figures were also a major feature, boding well for the competition's future as it expands to a 16-team final tournament format in 2021.

The tournament was the biggest hosted by Italy since the 1990 FIFA World Cup, and the fans reacted accordingly – more than

250,000 tickets were sold across a total of 21 matches to both local fans as well as a high number of visiting spectators. They were not disappointed in the entertainment stakes, as a final tally of 78 goals at an average of 3.71 per match marked a 20% increase on the 3.1 registered in Poland two years earlier and easily broke the previous record of 3.25 set in 2004.

It was on the television screens, however, that the success of the tournament was arguably most apparent. In Germany, the final garnered an audience of 9.2 million – a record for a European Under-21 Championship match, and a third of the total viewing market. High numbers were also recorded elsewhere, somewhat unsurprisingly in Spain, but also in Romania, the dark horses of the tournament, whose run to a semi-final against the Germans attracted an impressive 40% market share for that match. And while there was disappointment for hosts Italy following their group stage exit, the Italian viewers' enthusiasm for the tournament remained undimmed as a cumulative audience of 16.1 million still switched on to watch the games that did not involve the Azzurri.

"The European Under-21 Championship finals feature some of Europe's brightest talents and the viewing figures show there is a real appetite among the fans to watch top-class UEFA national team football. This, of course, brings extra value for our broadcast partners and sponsors," said UEFA deputy general secretary Giorgio Marchetti.

### The next step forward



Following the wishes of a considerable number of its member associations, the UEFA Executive Committee decided at its meeting in Rome in February 2019 to expand the number of final tournament participating teams from 12 to 16 as of the 2019–21 UEFA European Under-21 Championship.

The purpose of this change of format is to offer more nations the opportunity to compete in the final stage of the tournament and provide valuable experience to a greater number of promising young players and teams.

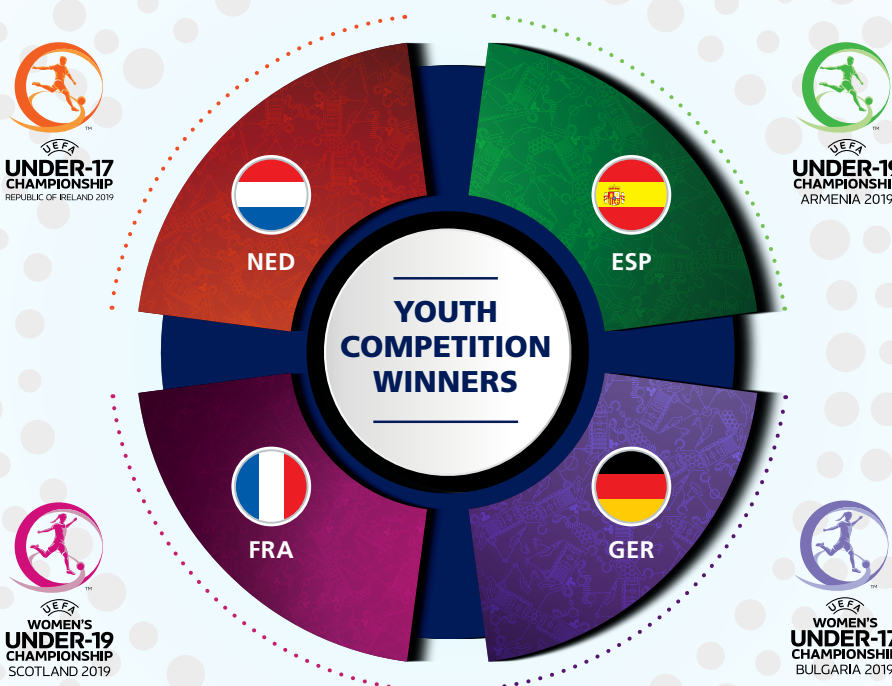
The final tournament of the 2019–21 European Under-21 Championship will take place in Hungary and Slovenia in June 2021. It will be the first time that either association has hosted the finals, with Slovenia making their debut appearance in the finals.

## YOUTH AND AMATEUR COMPETITIONS

# YOUTH FOOTBALL UNDERGOES A REVAMP

While there was plenty of men's and women's youth football action on the pitch in the Under-17 and Under-19 age groups, innovation was also on the agenda following proposals to introduce a promotion and relegation system in line with the UEFA Nations League.

Change is afoot to ensure that international youth football in Europe produces even more meaningful and competitive matches. Taking inspiration from the UEFA Nations League and following consultation with the UEFA member associations, the UEFA Executive Committee decided in Baku in May 2019 to modify the qualifying phase of the UEFA European Under-19 Championship to include a promotion and relegation system. The 21st and 22nd editions of the UEFA European Under-19 Championships, to be staged in 2020–22 and 2021–23, will therefore be treated as test runs for this new format. Provided that it is sufficiently well received, it will then be applied to the UEFA European Under-17 Championship.



As for the most recent football season, the 2018/19 UEFA European Under-19 Championship finals took place in

Armenia in July 2019, with Spain winning their first Under-19 title since 2015 and their eighth overall following a 2-0 victory over 2018 champions Portugal in the final.

Running concurrently with the men's tournament, the 2018/19 UEFA European Women's Under-19 Championship was held in Scotland and saw France celebrating their fifth title, defeating a Germany team that suffered the misfortune of finishing as runners-up in their second final in succession.

The UEFA European Under-17 Championship led to a title being successfully defended as the Netherlands made it two in a row in the Republic of Ireland in May 2019, with the Italians once again falling just short in the final, which finished 4-2. There was no such luck for the Dutch women in the UEFA European Women's Under-17



## Dolny Śląsk win second Regions' Cup title

Coinciding with the 20th anniversary of the competition, the 11th UEFA Regions' Cup culminated in a final tournament hosted by the Bavarian and German football associations in June 2019. Poland's Dolny Śląsk emerged as champions

to add to the title they first won back in 2007, beating hosts Bavaria 3-2 in a remarkable final in which all but one of the goals were scored from the penalty spot (the other was scored on the rebound from a penalty).

The win for the Poles in the sweltering German summer heat ensured that they joined Italy's Veneto as the only teams to have won the competition on two occasions. In addition to this, an agreement between UEFA and US Soccer will see the victorious team visit the USA in May 2020 to play a match against the American amateur champions.



### Leaving a mark for future generations

Aside from giving young female footballers the opportunity to compete on the international stage at the UEFA European Women's Under-17 Championship final tournament in Bulgaria, UEFA also sought to help the host nation build a platform for the development of women's football domestically through the UEFA legacy project. Similar to the support provided to Lithuania as hosts of the 2018 finals, this legacy project is linked to coaching and coaches' development, with former Swedish footballer and current Finland women's national team coach Anna Signeul delivering a technical workshop in Bulgaria during the tournament to assist with the training programme and share best practices. A legacy project would also be implemented in Scotland at the UEFA European Women's Under-19 Championship final tournament in July 2019, focusing on participation.

Championship in Bulgaria the same month, however, falling victim to Germany's enviable track record in penalty shoot-outs after the final had finished 1-1 in normal time.

There were also some exciting developments in eastern Europe with the launch of UEFA's regional development programme in Hungary, Slovakia and the Czech Republic. Successful pilots in these countries engendered greater coordination and a more professional approach to elite development, and each national association has appointed an expert to assist in regional talent detection. The programme places particular emphasis on the development of women's football; in Hungary alone, four regional centres have been established nationwide, giving girls access to football regardless of where they live.



# VAR ARRIVES IN EUROPEAN FOOTBALL

**The 2018/19 season was a historic one for UEFA as it approved the use of video assistant referees (VAR) in its competitions.**

Having always been at the vanguard of innovation in football, UEFA made a significant contribution to the evolution of the sport in 2018 by approving the introduction of VAR in European competitions for the very first time – representing a clear commitment to modernising the game.

After the initial decision to launch VAR in time for the 2019/20 season had been made by the UEFA Executive Committee in September 2018, the subsequent success of both technological testing and the training of referees resulted in its implementation being brought forward to the round of 16 stage of the 2018/19 UEFA Champions League.

The technology was also used at the UEFA Nations League finals and the UEFA European Under-21 Championship final tournament, both held in June 2019, after which it would be rolled out at the 2019 UEFA Super Cup, the 2019/20 UEFA Champions League and UEFA EURO 2020. Its full UEFA Europa League bow is scheduled for the 2020/21 season, after it was piloted in the 2019 final in Baku.

The ability to initiate such a drastic reform in the way the game is officiated – and doing so in a relatively short space of time – is largely thanks to a series of intensive refereeing courses that took place across the continent during the 2018/19 season, ensuring that Europe's leading officials were all up to speed on the workings

of the technology and its proper application. Rigorous technological trials were also carried out, leaving no stone unturned before the big launch.

From an operational standpoint, UEFA's commercial operations unit played a key role in the early stages of VAR use. Through managing the venue operations and broadcast managers (VOBM) on-site, the unit made sure the VOBMs supported VAR implementation by being the interface between the supplier and the host broadcaster.

Other responsibilities assigned to the VOBMs included coordinating operations with the UEFA Champions League supplier, overlooking the 'behind-the-scenes' requests from broadcast partners to film the video operation room and referee review area, and informing broadcasters on-site regarding how to connect to the commentary information system.

As for communicating the rules of VAR, it was important to educate broadcast partners and commentators about VAR interventions so that viewers could be informed of decisions in real time. In January and February 2019, UEFA Referees Committee chairman Roberto Rosetti was present at a series of conferences in major broadcasting territories to give journalists and media representatives the opportunity to ask VAR-related questions ahead of the UEFA Champions League round of 16.

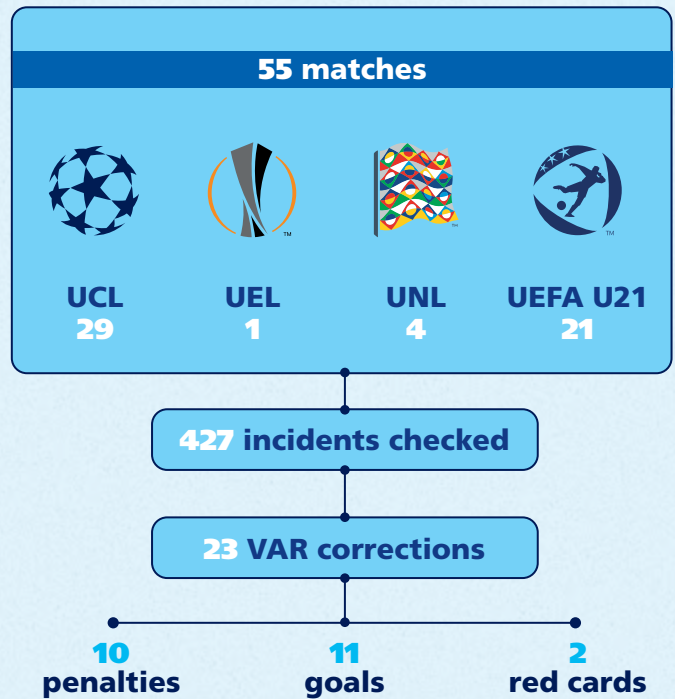
With the television pundits' reaction to the use of VAR identified as being crucial to how the technology was received by fans, this represented a key part of UEFA's communication plan, and was supplemented with the publication of online and social media content throughout February in order to explain the new system to a global audience.



## When VAR can be used



## VAR in 2018/19



ROBERTO ROSETTI

## 'We want to keep football as it is'

The UEFA Referees Committee chairman reflects on the implementation of the VAR system in UEFA's competitions, as well as the consequences of the move.

### What is your assessment of VAR in UEFA's competitions?

This project has brought improvements not only for the referees but also for football in general. The implementation of VAR has allowed clear mistakes to be written off, which could otherwise determine the result of a game or even the qualification of a team.

### What were the main difficulties you faced in implementing VAR?

Dealing with so many different countries and broadcasters presented

a logistical and technical challenge. However, the main difficulty for me was to ensure uniform decision-making by referees throughout Europe. It is essential that referees speak only one technical language and are consistent wherever the match is taking place. That is why we organised a number of training courses and workshops before VAR was implemented.

### What feedback did you receive from the referees?

Their reaction was more than positive. Referees are happy

when they take the right decisions. VAR intervention only happens when there is clear evidence of an obvious mistake, which enables wrong decisions to be overturned. It is important that major mistakes are rectified for the sake of justice.

### What impact has VAR had on the fans' experience?

We have seen clear examples of very important decisions being overturned by VAR which have been fully accepted not just by fans but also by players and coaches. For example, there have been

matches where decisive goals scored in the last minute have been disallowed through VAR due to a marginal offside. It means that fans now say, 'That was unlucky!' when they might previously have said 'That wasn't fair!'.

### Is there any room for improvement with the VAR system?

Clearly, yes. We must improve the speed of VAR decisions, because football is a 'fluid' game. We don't want to change football... we want to keep it as it is – and for this we need to take quicker decisions.



# WOMEN'S FOOTBALL BREAKS NEW GROUND

The final of the 2019 UEFA Women's Champions League marked the beginning of a new era for the competition as the fixture was played in a separate location to the men's final for the first time.





An average of

**1.276 million**

watched from France – a **10.3%** audience share and **81%** increase on the 2018 final viewing figures

**509,000**

television viewers in Spain, a **303%** viewership increase compared with 2018



**599,314**

interactions on UEFA's dedicated Women's Champions League channels between 13 and 19 May

**81,008**

unique viewers of UEFA Women's Champions League-related content across UEFA web and apps over the same period



**19,487 attendance**

**9%** more than the average attendance of the last five finals

Following August's qualifying round and a subsequent knockout phase that ran from September 2018 to April 2019, defending champions Olympique Lyonnais and FC Barcelona were the two teams left standing for the 2019 UEFA Women's Champions League final, which took place on 18 May 2019 at the 22,000-seater Ferencváros Stadium in Budapest, Hungary – the country's first experience of hosting a major international women's final.

It was Lyon who emerged as deserved victors on the night to cement their place as one of women's football's greatest club sides, a comprehensive 4-1 win delivering an unprecedented fourth title in a row and a sixth overall – also a record. Three of the French side's goals were scored by the 2018 Women's Ballon d'Or winner, Ada Hegerberg, making her only the second player to net a hat-trick in the final.

While Barcelona were undoubtedly disappointed by the defeat, they can take great pride at being Spain's first-ever representative in the final, an achievement that highlights the growing competitiveness of women's football across the continent.

And the near-capacity crowd for the final was merely the continuation of a trend of strong attendance figures recorded throughout the competition: 22,911 spectators watched the semi-final between Lyon and Chelsea, an all-time high for the competition outside a final, while



the eventual champions also broke the attendance record for a quarter-final match when a crowd of 17,840 turned up to watch their 2-1 first-leg victory over VfL Wolfsburg.

Television audiences also delivered healthy figures, with a global live match viewership of 2.6 million tuning in to the final across television and streaming platforms. An average of 1.276 million watched from France – a 10.3% audience share and an 81% increase on the viewing figures for the 2018 final between Lyon and Wolfsburg – while the debut appearance of a Spanish side in the final piqued the interest of 509,000 television viewers in Spain, a 303% viewership increase compared with 2018.

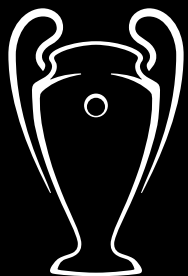
Meanwhile, on the internet and social media, there were 599,314 interactions on UEFA's dedicated Women's Champions League channels between 13 and 19 May and 81,008 unique viewers of related content across UEFA web and apps over the same period.

Such spectator and audience numbers, coupled with the decision to stage the match as its own showpiece event away from the men's final, point to a promising future for the most prestigious club competition in European women's football.

"The UEFA Women's Champions League final will have a platform of its own and enjoy additional exposure," said UEFA's head of women's football, Nadine Kessler. "We hope that this decision will help the final become an unmissable event and an enjoyable television spectacle in its own right. It is an ideal time for change, given that the women's game is flourishing and has entered an exciting era of development."



## CLUB COMPETITIONS



# LIVERPOOL PAINT MADRID RED FOR SIXTH TITLE

**The Reds' sixth UEFA Champions League/European Champion Clubs' Cup success brought to an end a thrilling season of European club football, with a brand-new third-tier club competition also in the pipeline.**

Liverpool's love affair with European club football's biggest prize was reignited on a hot summer's evening at Madrid's Estadio Metropolitano in June 2019, as the Reds recorded a 2-0 victory over English rivals Tottenham Hotspur in the final to win the 2018/19 UEFA Champions League.

A second-minute penalty from Mohamed Salah gave Jürgen Klopp's side an early advantage before Divock Origi – one of Liverpool's heroes in their extraordinary semi-final comeback win over FC Barcelona – struck again late on to ensure that the Reds lifted the famous trophy for the sixth time in their history, while also laying to rest the ghosts of their final loss to Real Madrid 12 months previously in Kyiv.

As for first-time finalists Tottenham Hotspur, they can take great pride in their journey to Madrid, which included a miraculous comeback of their own against Ajax in the last four – something that will live long in the memories of Spurs fans, despite the eventual final defeat.

Build-up to the match began two days earlier with the staging of the UEFA Champions Festival, giving fans the opportunity to have their photo taken with the trophy and to participate in a host of other activities. On the Friday, footballing legends Luís Figo, Cafu and Roberto Carlos took part in an amputee game on the Champions Pitch to support the Football for All Abilities programme, while matchday saw two of Madrid's biggest squares –

Puerta del Sol and Plaza Mayor – transformed into fan zones for each of the finalists, getting supporters in the mood for the big event with live music and DJs.

The final of the 2018/19 UEFA Europa League in May 2019 also produced an all-English contest – the first time in European football history that one country has provided the finalists for both the UEFA Champions League/European Champion Clubs' Cup and the UEFA Europa League/UEFA Cup in the same season – as London rivals Arsenal and Chelsea battled it out in Baku for the title. ▶



► And it was the Blues who ran out winners on the night thanks to a 4-1 victory, the club's second UEFA Europa League success to add to their 2013 triumph. In fact, the 18 games in which Chelsea have now gone unbeaten over the course of both campaigns is a new tournament record.

The hosts had cause to celebrate their own milestone too, as the capital of Azerbaijan hosted a major European final for the first time – a good opportunity to prepare for UEFA EURO 2020, when the Baku Olympic Stadium will once again be the venue for elite European football.

The Baku final also led to an important change to provisions concerning the granting of visas for visitors to Azerbaijan. Previously, the obtention of a visa had depended on certain health-related criteria, whereby applicants could be refused a visa if they were HIV-positive or had hepatitis.

### Atlético prevail in Madrid Super Cup derby

Real Madrid may have got the better of their city rivals Atlético de Madrid in the 2014 and 2016 finals of the UEFA Champions League, but it was the team in the red and white stripes who prevailed in the 2018 UEFA Super Cup at the Lilleküla Stadium in Tallinn, Estonia, in August, winning an entertaining match 4-2 to maintain their perfect record in the competition – their third triumph overall.

The opening ceremony was also a memorable occasion as the UEFA Foundation for Children arranged for a choir made up of visually impaired, hard of hearing and disabled children to join up with the Tallinn boys' choir to perform the Florence + the Machine song You've Got the Love. The children were also able to meet the players of both teams before the match, highlighting UEFA's efforts to make football a truly inclusive game.

Away from the excitement on the pitch, UEFA successfully implemented a new ticket distribution system for the match, with all tickets sold to the general public through a dedicated iOS and Android app. The scheme is designed to make buying tickets safer and simpler by preventing replication and duplication.



These criteria have now been removed definitively from visa applications – and this thanks to football, particularly the cooperation between UEFA, the Association of Football Federations of Azerbaijan (AFFA) and the Football Supporters Europe (FSE) body.

The success of the 2018/19 UEFA Champions League and UEFA Europa League competitions marks a positive start to the 2018–21 cycle, and there was good news to be found off the pitch too. Following the competition amendments recommended by the UEFA Club Competitions Committee and approved by the UEFA Executive Committee in Monaco in August 2016, a record combined average annual revenue of more than €3.2bn was achieved for the 2018–21 cycle from the UEFA Champions League and UEFA Europa League – including ticket and hospitality sales for the finals – as well as the UEFA Super Cup. This represents an increase of more than 32% compared with 2015–18.

Meanwhile, UEFA's two cherished club competitions will soon be joined by a third for the 2021–24 cycle, after the UEFA Executive Committee approved the format and access list for a new competition during its last meeting of the calendar year in Dublin in December 2018.

Under the working title UEL2 (UEFA Europa Conference League would be confirmed

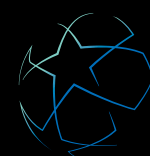
as the official competition name by the Executive Committee in September 2019), it will follow the same format as the UEFA Champions League and UEFA Europa League – a 32-team group stage consisting of eight groups of four teams. The third-placed teams in the UEFA Europa League will subsequently join the competition in the knockout round play-offs, after which it will follow the standard two-legged knockout format up to the final. The champions will then play in the following season's UEFA Europa League.

There will be more matches for more clubs, with more associations represented in the group stages. This new competition was borne out of ongoing dialogue with clubs through the European Club Association (ECA) and with other stakeholders.

Beyond the 2021–24 cycle, the UEFA president and the UEFA administration met with representatives of its 55 member associations in Budapest in May 2019 to discuss the future make-up of UEFA club competitions.

"This was an important meeting with our member associations to get their views on how our club competitions should be designed in the future," said UEFA president Aleksander Čeferin. "There were many different opinions expressed and we will feed these into our thinking on this issue."

## NEW UEFA CLUB COMPETITIONS LANDSCAPE



### CHAMPIONS LEAGUE (UCL) GROUP STAGE

- 1<sup>st</sup> R16
- 2<sup>nd</sup> R16
- 3<sup>rd</sup> knockout play-offs UEL
- 4<sup>th</sup> eliminated



### EUROPA LEAGUE (UEL) GROUP STAGE

- 1<sup>st</sup> R16
- 2<sup>nd</sup> R16 play-offs
- 3<sup>rd</sup> knockout play-offs UECL
- 4<sup>th</sup> eliminated



### EUROPA CONFERENCE LEAGUE (UECL) GROUP STAGE

- 1<sup>st</sup> R16
- 2<sup>nd</sup> knockout play-offs
- 3<sup>rd</sup> eliminated
- 4<sup>th</sup> eliminated

## Destination Monaco for awards ceremony

The annual curtain-raiser for the UEFA club competition season once again took place in Monaco in August 2018 as the draws for the 2018/19 UEFA Champions League and UEFA Europa League were conducted and footballers past and present were rewarded for their contributions to the beautiful game.

Real Madrid's Croatian midfielder maestro Luka Modrić won the 2017/18 UEFA Men's Player of the Year award for his role in helping the Spanish side to a third successive UEFA Champions League victory and leading his country

to the FIFA World Cup final, while VfL Wolfsburg's Pernille Harder was the recipient of the UEFA Women's Player of the Year award, having been inspired during her side's run to the UEFA Women's Champions League final.

Elsewhere, Atlético de Madrid's Antoine Griezmann was voted the UEFA Europa League Player of the Season, and last but not least, former England captain and footballing icon David Beckham was on hand to accept the UEFA President's Award from Aleksander Čeferin in honour of his glittering career.



"It's amazing to be up there with some of the best," Beckham said. "I'm very honoured. I've been lucky to have played with some of the biggest clubs, with some of the best players in the best teams, under some of the greatest managers."



# DEVELOPMENT AT THE HEART OF YOUTH FOOTBALL

**The latest edition of the UEFA Youth League produced a first-time champion and, most importantly, another invaluable opportunity for Europe's best young players to gain elite-level experience and bridge the gap between youth and senior teams.**

Celebrating its sixth season, the 2018/19 UEFA Youth League concluded in April 2019 with a historic victory for FC Porto, who became the first Portuguese side to win the competition, having reached the semi-finals the previous year. Porto's conquerors on that occasion were Chelsea FC, which made their triumph this time round all the sweeter as they ran out 3-1 winners over the same opposition in the final held at the Colovray stadium, across the road from UEFA's headquarters in Nyon.

Defending champions FC Barcelona and German outfit TSG 1899 Hoffenheim made up the remaining sides contesting the 'final four' at the Colovray stadium, providing the climax to a seven-month campaign featuring 167 matches and 64 teams – making it the largest UEFA club competition. In total, 37 countries were represented in the 2018/19 competition, which constitutes 67% of UEFA's member associations.

Besides the action taking place on the pitch, UEFA has always sought to support both the players and the clubs participating in the Youth League in a number of ways, and this year was no different. An educational programme was offered to all 64 participating clubs focusing on topics such as financial planning education, the Laws of the Game, social media awareness as well as match-fixing and doping prevention. These clubs were also encouraged to adopt a solidarity project in their hometown and organise relevant

activities, with financial support coming from the UEFA Youth League. The 2018/19 season saw a total of 27 projects adopted, ranging from the organisation of Special Olympics events to visits and activities in local youth detention centres.

Coaches and academy directors also had the opportunity to reflect on the success of the UEFA Youth League at a dedicated coaches' forum held in Nyon in November 2018. Covering a range of topics including club youth development, academy strategies and coaching methods, the forum welcomed as its special guest German coach Marco Rose, mastermind of FC Salzburg's victory in the competition in 2017 who went on to coach the first team before joining Borussia Mönchengladbach as head coach in April 2019.

The 2018/19 UEFA Youth League once again highlighted the positive impact the competition has on the professional development of those who take part.

Young talents across the continent are relishing the chance to show their qualities on a high-profile international stage as they stake a claim for a place in their senior club squads.

Coaches and referees also benefit from the competition as it provides a significant stepping stone along their own career paths. Furthermore, the UEFA Youth League is a perfect vehicle for UEFA to convey essential values of respect for young footballers to learn at a crucial early stage of their playing days.

## A stepping stone to success

As of the 2018/19 season, no fewer than 375 footballers who have competed in the UEFA Youth League (UYL) since its inception have subsequently gone on to play in either the UEFA Champions League or the UEFA Europa League. In fact, a total of six Ajax players who were in the matchday squad for both legs of the 2018/19 UEFA Champions League semi-final against Tottenham Hotspur earned their stripes in the Youth League, showing the importance of the event in the development of Europe's finest young talents. Some of the most notable Youth League success stories include:

### UYL appearances

|  | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 |
|--|-------|-------|-------|-------|-------|
| <b>Donny van de Beek</b><br>(Ajax)                                 | ★     | ★     | ★     |       |       |
| <b>João Félix</b><br>(Benfica and now Atlético Madrid)             |       |       |       | ★     | ★     |
| <b>Lucas Hernandez</b><br>(Atlético Madrid and now Bayern Munich)  |       | ★     | ★     |       |       |
| <b>Tammy Abraham</b><br>(Chelsea)                                  |       | ★     | ★     |       |       |
| <b>Jadon Sancho</b><br>(Manchester City and now Borussia Dortmund) |       |       |       | ★     | ★     |
| <b>Leroy Sané</b><br>(Schalke and now Manchester City)             | ★     | ★     |       |       |       |





## FUTSAL COMPETITIONS

# FUTSAL FEVER GATHERS PACE

From the first-ever UEFA Women's Futsal EURO to the rebranding of the UEFA Futsal Champions League, UEFA oversaw an important year in futsal as the indoor game continues to enjoy growth across Europe.



In a year of many highlights in European futsal, it was the women's game that generated the most excitement with the staging of the inaugural UEFA Women's Futsal EURO final tournament in Portugal in February 2019 – a major milestone for a sport whose appeal and popularity among women is increasing rapidly.

Following a qualifying phase that ran between August and September 2018 and involved 23 national teams, the finals were played in a final-four format over two matchdays in front of sell-out arena in Gondomar. And after the hosts and Spain dispatched Ukraine and Russia respectively in the semi-finals, the stage was set for a mouth-watering Iberian derby in the final. The Spanish ultimately proved too strong, despite Portugal's commendable efforts, running away 4-0 winners to be crowned the first UEFA Women's Futsal EURO champions.

UEFA has set a course for the future with a series of bold strategic decisions – and women's futsal has gained new status with the launching of the UEFA Women's Futsal EURO. The new competition for European national women's futsal teams, to be held every two years, will further enhance the profile of a game that is in constant evolution.



And as if the success of one of UEFA's brand-new competitions was not enough, an impressive 34 national teams competed in the two qualifying stages of the first men's UEFA Under-19 Futsal EURO between January and March 2019. Group winners Croatia, the Netherlands, Poland, Portugal, Russia, Spain and Ukraine would join hosts Latvia for the final tournament at the Arena Riga in September 2019.

Elsewhere in the men's game, futsal's flagship club competition completed its rebranding from the UEFA Futsal Cup to the UEFA Futsal Champions League to go alongside the introduction of meaningful

format changes in the 2017/18 season. Aside from the name change, a new competition brand, a star-shaped logo and a revamped trophy were also introduced, with the new silverware awarded for the first time to Portugal's Sporting CP after they beat hosts Kairat 2-1 in the final tournament held in Almaty, Kazakhstan in April 2019.

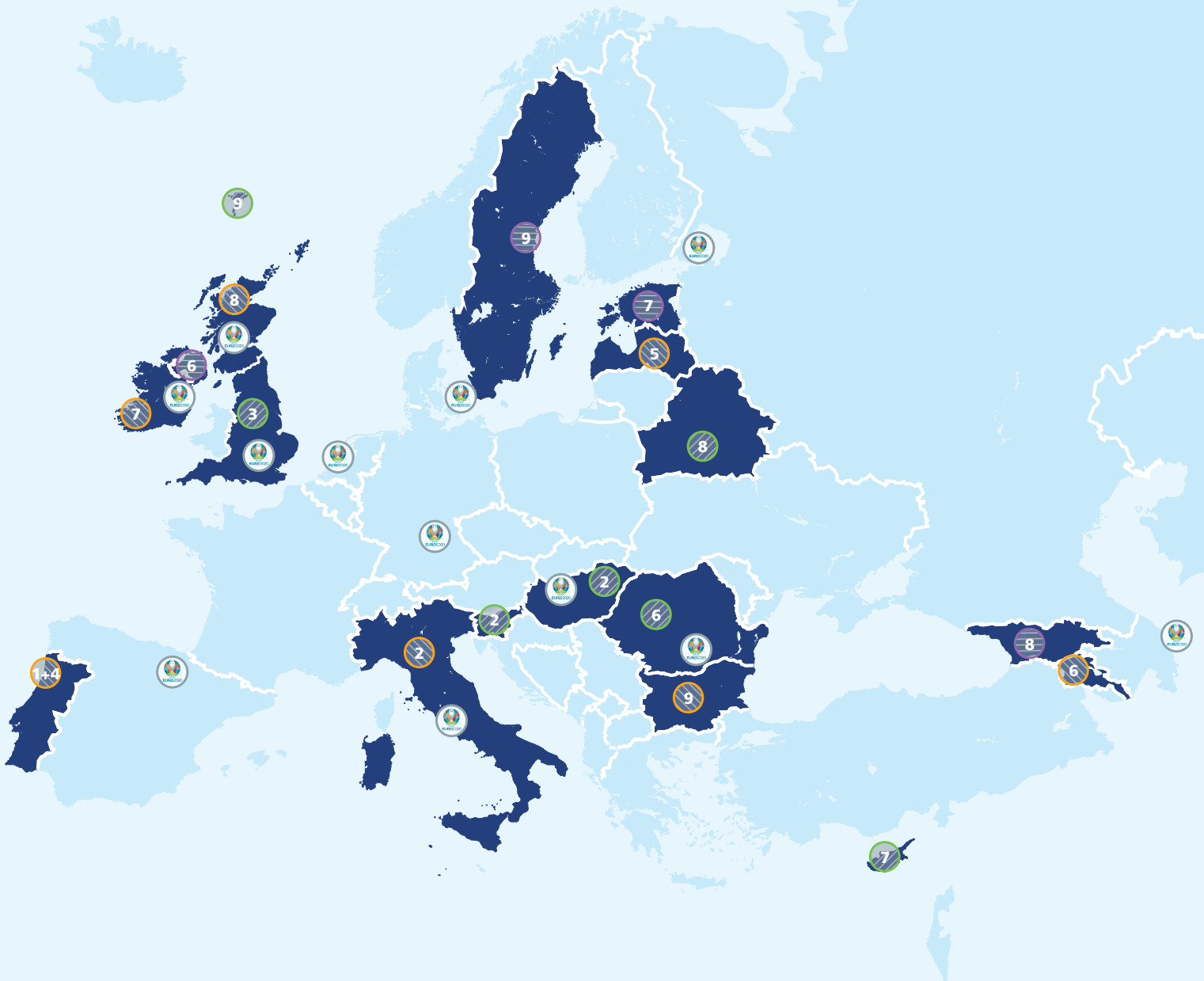
As for men's international futsal, in September 2018 the UEFA Executive Committee approved a format change to the European qualifiers for the 2020 FIFA Futsal World Cup in order to boost competitiveness and offer more world-class futsal games across Europe, with an extra stage added to the current qualifying cycle. A new elite round featuring the best 16 teams will now be played, after which the four group winners will earn direct qualification to the World Cup. The four runners-up will subsequently compete in a play-off stage for the remaining two European spots. Lithuania are hosts of the final tournament, which will be held from September to October 2020.

And as a further sign of UEFA's long-term vision to develop futsal, a complete review of the qualifying phase for UEFA Futsal EURO 2022 was approved in Baku in May 2019 to fall in line with the final tournament's expanded 16-team format. The aim is to give more national associations the opportunity to promote the game in their country, grow their own domestic market and develop media coverage and sponsorship opportunities. This will be achieved through a series of mini-tournaments in the preliminary qualifying round followed by home-and-away matches for the remaining 32 nations in the final round-robin qualifying stage.

### GROWTH OF NATIONAL WOMEN'S FUTSAL TEAMS IN EUROPE



# UEFA NATIONAL TEAM COMPETITIONS 2018-2021





### 12 host cities

Amsterdam  
Baku  
Bilbao  
Bucharest  
Budapest  
Copenhagen  
Dublin  
Glasgow  
London  
Munich  
Rome  
St Petersburg



## Final tournament hosts

|   | 2018/19   | 2019/20  | 2020/21   |
|---|---|--|---|
| 1 | <b>Nations League</b><br>● Portugal                   |  | 1 <b>Nations League</b><br>Appoint Dec. 2020                |
| 2 | <b>Under-21 Championship</b><br>● Italy               |  | 2 <b>Under-21 Championship</b><br>● Hungary / Slovenia      |
|   |   |  | 3 <b>Women's EURO 2021</b><br>● England                     |
| 4 | <b>Women's Futsal Championship</b><br>● Portugal      |  | 4 <b>Women's Futsal Championship</b><br>Appoint Sept. 2020  |
| 5 | <b>Under-19 Futsal Championship</b><br>● Latvia       |  | 5 <b>Under-19 Futsal Championship</b><br>Appoint Sept. 2020 |
| 6 | <b>Under-19 Championship</b><br>● Armenia             | 6 <b>Under-19 Championship</b><br>● Northern Ireland | 6 <b>Under-19 Championship</b><br>● Romania                 |
| 7 | <b>Under-17 Championship</b><br>● Republic of Ireland | 7 <b>Under-17 Championship</b><br>● Estonia          | 7 <b>Under-17 Championship</b><br>● Cyprus                  |
| 8 | <b>Women's Under-19 Championship</b><br>● Scotland    | 8 <b>Women's Under-19 Championship</b><br>● Georgia  | 8 <b>Women's Under-19 Championship</b><br>● Belarus         |
| 9 | <b>Women's Under-17 Championship</b><br>● Bulgaria    | 9 <b>Women's Under-17 Championship</b><br>● Sweden   | 9 <b>Women's Under-17 Championship</b><br>● Faroe Islands   |



## Final venues

|   | 2018/19                                       | 2019/20   | 2020/21 |
|---|---|---|---------|
| 1 <b>Champions League</b><br>● Madrid           | 1 <b>Champions League</b><br>● Istanbul       | 1 <b>Champions League</b><br>● St Petersburg          |         |
| 2 <b>Europa League</b><br>● Baku                | 2 <b>Europa League</b><br>● Gdańsk            | 2 <b>Europa League</b><br>● Sevilla                   |         |
| 3 <b>Super Cup</b><br>● Tallinn                 | 3 <b>Super Cup</b><br>● Istanbul              | 3 <b>Super Cup</b><br>● Porto                         |         |
| 4 <b>Youth League</b><br>● Nyon                 | 4 <b>Youth League</b><br>● Nyon               | 4 <b>Youth League</b><br>● Nyon                       |         |
| 5 <b>Women's Champions League</b><br>● Budapest | 5 <b>Women's Champions League</b><br>● Vienna | 5 <b>Women's Champions League</b><br>● Gothenburg     |         |
| 6 <b>Futsal Champions League</b><br>● Almaty    | 6 <b>Futsal Champions League</b><br>● Minsk   | 6 <b>Futsal Champions League</b><br>Appoint Dec. 2020 |         |







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# DEVELOPING THE GAME

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# THE TIME FOR ACTION IS NOW



**UEFA enhanced its reputation as a forward-looking and innovative sports organisation in May 2019 with the launch of its first-ever women's football strategy, a five-year plan to support and promote the women's game in all areas across the continent.**

**T**ime for Action: UEFA Women's Football Strategy 2019–24 was devised in consultation with UEFA member associations, leagues, clubs, players and other stakeholders. It is linked to UEFA's principal strategy for the five-year cycle. The objective of this new strategy is to build foundations within UEFA and its member associations, allowing the game to develop and thrive. As well as investing in initiatives

from grassroots to elite level, UEFA will ensure that women's football reaps the rewards of the strategy by focusing on five priorities: driving participation, developing the game, transforming competitions, enhancing governance structures and increasing visibility and commercial value.

With the successful implementation of a number of specific actions and policies tied to these priorities, UEFA hopes to

completely transform the landscape of women's football by the end of the cycle in 2024. This includes doubling the number of women and girls playing football to 2.5 million; changing the perception of women's football in Europe so that it is seen as strong, inclusive, fun and inspirational, as well as an accepted sport for both genders; doubling the reach and value of the UEFA Women's EURO and UEFA Women's Champions

League; improving player standards; and doubling female representation on all UEFA bodies.

In order to maximise the reach and impact of the strategy launch, UEFA communications produced a consolidated media and social media release, leading to all major news agencies reporting on the launch. An interview with UEFA's head of women's football, Nadine Kessler, that was published in the New York Times generated significant coverage in the US, while headlines elsewhere were overwhelmingly positive, with a particular focus on UEFA's plans to double participation.

The strategy was pushed out across all UEFA channels and a 'supporter brief' was created to share with clubs, national associations, partners and influencers. Impressive numbers were registered on social media too. France and Manchester United footballer Paul Pogba reached 3.4 million of his Instagram followers after sharing UEFA's five strategy goals on his account, while Norwegian football star Ada Hegerberg drove a reach of 500,000 based on her own social media content. Pernille Harder, Carli Lloyd, Gary Lineker, the FIFA Women's World Cup and the Laureus World Sports Awards were just some of the other major social

media accounts to publicise the launch of the strategy, leading to an overall social media reach of 14.5 million. There were also 5 million video views recorded.

The efforts of these influencers undoubtedly played a big part in increasing the reach of the launch, though the development of a hashtag, strong messaging, a campaign visual identity, quality video content and a comprehensive media programme were also major contributors in giving the campaign the strongest possible platform for success, not to mention the close collaboration and alignment between UEFA's media, corporate communications and women's football units from an early stage.

"It is UEFA's duty as European football's governing body to empower the women's game," said UEFA president Aleksander Čeferin on the launch. "Accordingly, UEFA will put significant financial investment into the sport – underlining how UEFA dares to aim high, launch initiatives that instil hope and make European football as great as it can be. The actions that we propose and commit to in 2019 will lead to a greater, more professional and more prosperous game by 2024."



### Changing attitudes, increasing reach

The marketing of all aspects of European women's football delivered encouraging results during the 2018/19 season, as the messaging of the Together #WePlayStrong campaign contributed to a positive perception of women and girls playing football according to a poll conducted in ten European markets: 63% of respondents now agree that women's football is 'cool' (compared with 12% in 2017), and 75% identify the sport with the terms 'strong' and 'together' (compared with 14% and 39% respectively in 2017). The campaign's social media audience of predominantly young females between the ages of 13 and 25 now numbers over 125,000 and maintains an engagement rate of more than 14%.

Elsewhere, UEFA's contactable women's football audience grew to over 1 million, and a new UEFA Women's Champions League Instagram account engaged its audience of 150,000 followers with new content strands, including player vlogs and live takeovers. Some 200 influencers with a combined online and social reach of more than 100 million were also in attendance at the final in Budapest, during which over 2,000 pieces of content were created.

From a commercial perspective, Visa signed its first-ever women's football sponsorship deal with UEFA. This seven-year partnership covers all women's competitions and the Together #WePlayStrong campaign, representing a commitment to helping UEFA achieve its goal of increasing participation in women's football. Nike were next to sign with UEFA for the 2018–21 cycle in a three-year deal as its official match ball supplier. The brand is committed to delivering gender equality in football and will support UEFA in raising the profile of female footballers across Europe.

SOLIDARITY PROGRAMMES

# GIVING BACK TO THE GAME

As the UEFA HatTrick programme turned 15, there was plenty to cheer about for UEFA's member associations as they continued to benefit from its financial support. This is set to grow with the upcoming launch of the fifth HatTrick cycle, with funds being used to develop football across Europe at all levels.

The Municipal Stadium in the town of Hînceşti, Moldova.

From its inception in 2004 as a means to reinvest European Football Championship revenue back into football development, the UEFA HatTrick programme – now celebrating its 15th year – has grown into an important source of financial support for UEFA's 55 member associations, strengthening the game's roots across Europe.

As its name suggests, HatTrick focuses on three core pillars – investment funding, education and knowledge sharing (the last two have been overseen by the new UEFA Academy as of 2019) – with a total of €610.5 million in funding being made available during the programme's fourth and current cycle, which will end in 2020.

There is even better news to come, however, as the HatTrick V cycle from 2020 to 2024 will generate a total of €775.5 million, continuing a trend that

has seen the amount of financial support made available through the programme increase with each passing cycle. On top of the €4.5 million of investment funding that HatTrick V is set to provide to each UEFA member association, there will also be a number of annual incentive payments covering various aspects of the game, including good governance, women's football, elite youth player development and social responsibility.

The proposed redistribution of HatTrick V funding was approved by the UEFA Executive Committee in May 2019, following the HatTrick Committee's approval of the HatTrick V regulations and the new payment method and schedule for HatTrick V incentives. These are due to come into force on 1 July 2020.

The extent of the development brought about by HatTrick since 2004 is plain to see. ▶



The Fadil Vokrri Stadium in Prishtina, Kosovo.



## UEFA Assist: a helping hand

Since 2017, UEFA Assist has approved over 140 projects to develop football with other confederations and their member associations. Success stories are numerous, and the 2018/19 season continues to prove the significant worth of this programme.

From across the globe, UEFA Assist funded 25 boys' and girls' teams to participate in international development tournaments. The young players travelled abroad, many for the first time, and were given the invaluable opportunity to play teams from different continents and experience new cultures. These tournaments also feature European teams, ensuring that the development of youth football on the continent also profits from the programme.

Five general secretary academies were held in Africa and Asia to share leading knowledge, and minivans were provided to 11 Asian Football Confederation and Oceania Football Confederation members in total, answering their need for mobility and grassroots development.

Even more UEFA member associations formed partnership projects with associations outside Europe, and the online Assist football forum was launched to stimulate ongoing communication when projects come to an end.

The scope of these projects differs enormously, but each one responds to a specific and important need to develop football.



The headquarters of the FA of Slovenia and its national technical centre near Kranj.

## In 15 years, HatTrick has supported:



**600+**  
development projects



**450+**  
women's football development projects



**31**  
national associations' headquarters



**34**  
national training centres



**80+**  
social and environmental projects



**60%**  
of national stadiums

► The programme has assisted in building 34 out of 55 national team training centres, 31 headquarters and more than 3,000 mini-pitches, while up to 60% of current national stadiums in Europe have received HatTrick support, whether for basic construction works or renovation projects.

During the 2018/19 season alone, several major HatTrick projects were finalised: in November 2018, Bosnia and Herzegovina's house of football was completed, and neighbouring Croatia built or renovated football pitches for five of its top-division clubs, while six artificial turf pitches were laid in Kosovo in spring 2019. Elsewhere in Europe, Moldova's Zimbru Stadium was reconstructed in October 2018, and San Marino celebrated the inauguration of its Stadio di Acquaviva in January 2019. In addition to this, part of the funds continued to be invested in other areas, including women's and grassroots football, elite youth player development and social responsibility.

In total, UEFA's HatTrick Committee approved 39 projects and eight submissions for the UEFA Nations League stadium support programme in 2018/19.

A further 44 UEFA Assist projects were also given the green light after the HatTrick Committee ratified several changes to the UEFA Assist principles.

## UEFA Grow: supporting the development of the game

As UEFA's central business development support programme, UEFA Grow continues to strategically and systematically support the 55 member associations to grow football across Europe.

The scheme tracked perceptions of fans in 18 countries across the continent to help national associations improve their image, and collaborated with several of them in the field of strategic planning, recording an increase of more than 500,000 registered players in the past year. An 18.9% increase in the number of female players compared with the previous year is particularly encouraging, reflecting the introduction of participation mentors in the women's football development, grassroots and UEFA Grow teams. These external mentors each work together with groups of national associations to help them to plan strategies and implement activities and measures in areas such as participation growth.

The UEFA Grow SROI (social return on investment) model was adopted by nine national associations, with the aim of providing a concrete business case for investing in mass participation (amateur football in these countries accounts for a value in excess of €7.3 billion a year).

Meanwhile, digital engagement was another area of significant growth, as support from the UEFA Grow team led to national associations boosting their social media following across Facebook, Twitter and Instagram by 13% (79.6 million to 91.1 million followers). Interactions were also up by 19% (from 373 million to 445 million), and there was an overall 8% jump in website traffic.

The fifth UEFA Grow awards in October 2018 were the perfect occasion to honour the above achievements, with a record 106 nominations submitted by 44 national associations across the five categories: image, participation, engagement, revenues and women's football marketing.

By following the Football Federations of the Future strategic road map as developed in collaboration with all 55 member associations, UEFA Grow will drive the growth of football in Europe and beyond.

## SOLIDARITY PAYMENTS

# INVESTING IN THE FUTURE

Part of the revenues from the UEFA Champions League and UEFA Europa League was once more allocated to youth club development via solidarity payments.

In a further sign of the capacity of UEFA's biggest club competitions to benefit the entire European football community, a total of €125.44 million in revenue from the 2017/18 UEFA Champions League and UEFA Europa League was converted into solidarity payments for clubs' youth development programmes via their respective national associations.

This figure marks an increase on the €124.37 million that was made available from 2016/17 revenues. The €125.44 million generated was broken down in two ways: the first lump sum of €100.36 million, representing 80% of the total amount available, was shared among 17 national associations with at least one club taking part in the 2017/18 UEFA Champions League group stage (up from €99.49 million in 2016/17), while the smaller sum of €25.09 million, representing 20% of the total amount, was distributed to 38 associations that had no club presence in the competition's group stage (up from €24.87 million in 2016/17).

Only those clubs that did not participate in the group stage of either the UEFA Champions League or the UEFA Europa League in the 2017/18 season were entitled to receive the financial support, and were required to invest it exclusively in their youth development programmes.



Although the money is intended to be shared in equal measure among all top-division clubs not involved in the UEFA Champions League or UEFA Europa League group stages, each national association can also adopt (as many do) a different distribution plan, setting specific club youth academy quality criteria and/or extending the solidarity share to lower-division clubs, subject to approval by the UEFA Club Competitions Committee. For any club to receive funding, it must run an approved youth development programme following the guidelines of the national club licensing manual accredited by UEFA.

## PAYMENTS TO NATIONAL ASSOCIATIONS REPRESENTED IN THE GROUP STAGE OF THE 2017/18 UEFA CHAMPIONS LEAGUE

| 2017/18 SEASON | €                  |
|----------------|--------------------|
| England        | 13,613,290         |
| Italy          | 11,612,370         |
| Spain          | 9,496,170          |
| France         | 8,900,765          |
| Germany        | 8,169,062          |
| Turkey         | 4,790,317          |
| Scotland       | 4,661,121          |
| Greece         | 4,646,846          |
| Netherlands    | 4,259,473          |
| Portugal       | 4,254,093          |
| Russia         | 3,922,316          |
| Belgium        | 3,816,506          |
| Ukraine        | 3,721,457          |
| Switzerland    | 3,687,419          |
| Slovenia       | 3,633,581          |
| Cyprus         | 3,618,157          |
| Azerbaijan     | 3,553,057          |
| <b>TOTAL</b>   | <b>100,356,000</b> |



## PAYMENTS TO NATIONAL ASSOCIATIONS NOT REPRESENTED IN THE GROUP STAGE OF THE 2017/18 UEFA CHAMPIONS LEAGUE

| 2017/18 SEASON      | €                 |
|---------------------|-------------------|
| Norway              | 2,454,199         |
| Denmark             | 2,251,969         |
| Poland              | 1,765,967         |
| Romania             | 1,244,085         |
| Austria             | 957,050           |
| Sweden              | 914,647           |
| Hungary             | 865,720           |
| Republic of Ireland | 777,653           |
| Serbia              | 763,301           |
| Bulgaria            | 635,179           |
| Israel              | 630,873           |
| Croatia             | 612,934           |
| Czech Republic      | 580,642           |
| Albania             | 506,926           |
| Bosnia-Herzegovina  | 501,283           |
| Finland             | 493,879           |
| Iceland             | 471,047           |
| Malta               | 470,395           |
| Montenegro          | 443,518           |
| Slovakia            | 442,996           |
| North Macedonia     | 442,670           |
| Belarus             | 438,429           |
| Lithuania           | 422,120           |
| Kazakhstan          | 420,490           |
| Georgia             | 412,466           |
| Latvia              | 402,550           |
| Moldova             | 401,897           |
| Armenia             | 400,593           |
| Estonia             | 399,288           |
| Andorra             | 396,026           |
| Faroe Islands       | 396,026           |
| Gibraltar           | 396,026           |
| Kosovo              | 396,026           |
| Liechtenstein       | 396,026           |
| Luxembourg          | 396,026           |
| Northern Ireland    | 396,026           |
| San Marino          | 396,026           |
| Wales               | 396,026           |
| <b>Total</b>        | <b>25,089,000</b> |

# A ONE-STOP SHOP FOR EDUCATION

**UEFA takes its responsibility for guiding and educating those who work in football seriously; by gathering all of UEFA's educational tools and resources in one convenient place, the UEFA Academy will go a long way towards helping these people realise their ambitions.**

**S**ince the creation of its Knowledge and Information Sharing Scenario (KISS) in 2005, UEFA has recognised the need for tailored education programmes and knowledge-sharing initiatives for professionals in football in order to help national associations and their stakeholders deal with the complexities of the modern game.

The launch of the UEFA Academy in February 2019 means the information about the various education programmes offered by UEFA is now accessible in one place. UEFA currently runs 15 learning initiatives – six featuring an academic certificate – and these are aimed at the entire football family, from former players to administrators. By centralising these programmes, the UEFA Academy enables UEFA to better serve the specific demands

of its national associations and stakeholders, providing on-demand education and supporting national initiatives.

The UEFA Academy is founded on three core values – relentless improvement, community and expertise – and its programmes are organised into five main pillars of learning.

The first pillar consists of management programmes including the UEFA Certificate in Football Management (CFM), the UEFA Diploma in Football Leadership and Management (DFLM), the Executive Master in Sport Governance (MESGO) and the Women in Football Leadership Programme (WFLP).

The second pillar is formed of its programmes for specialists focusing on certain fields: law, medicine, football



and social responsibility (FSR), and events. Thirdly, the programmes for players give current and former professionals invaluable career and financial advice, while the knowledge-sharing and research pillar lets researchers and scientists apply for grants through the UEFA Research Grant Programme.

Lastly, the UEFA Academy offers on-demand education by listening to the needs of stakeholders in football and developing bespoke programmes for sports institutions.

Another key aspect of the UEFA Academy is its inclusiveness, with the CFM now allowing anyone working in or connected with football to enrol on the programme in order to strengthen their managerial skills. At the time of writing, more than 1,000 professionals have graduated from the nine-month course, which comprises seminars, online learning and written assignments.

“There are a lot of people who are connected and interested in football but who did not have the opportunity to join the CFM because they do not work at a national association,” said Zoran Laković, UEFA national associations director.

“The open edition of the CFM now gives the opportunity to anyone connected

## UEFA Certificate in Football Management: a thousand reasons to cheer

June 2019 proved to be a significant month for the CFM as it recorded its 1,000th graduate during a national edition hosted in the Netherlands. The programme has been running for almost a decade, having been launched in 2010. Each nine-month course allows national association and European club staff to gain a deeper understanding of how football works and further develop their existing roles. The programme of study consists of six interactive online modules and three face-to-face seminars, with a number of topics covered ranging from strategic and operational management to media and public relations. The CFM is also designed to be accessible to members of a larger community of professionals working in or connected with football, opening the doors to allow an even greater number of people to get involved in the game.



with football to access this programme which can be considered as a reference among professionals working in football. This open edition will be accessible to those who still want to remain in full-time employment, as the course is specially adapted to suit their needs.”

The UEFA Academy, which is accessible on [uefaacademy.com](http://uefaacademy.com), offers a comprehensive catalogue of its various courses. The Academy seeks to inspire the education of individuals and organisations working in football, leading to a better-run and more prosperous sport in the future.



### New player-oriented app launched

UEFA highlighted its commitment to protecting the well-being of footballers with its innovative UEFA For Players app launched in the summer of 2019, designed to offer its users support and important life lessons in a number of different areas.

Among other topics, players can learn more about the basics of budgeting, financial planning and how to fulfil their financial obligations in order to be in the driving seat and take the right decisions for their future. They can also learn more about image management and how to deal with the media, as well as what steps they need to take to successfully prepare for the transition to a second career.

The app, which was developed by former players who understand the challenges a footballer can face during their career, delivers information on eight essential topics in a highly interactive and gamified way, and includes a global leaderboard, real-life football statistics and a resource centre. It also features online and face-to-face seminars during tournaments and is available to download in eight languages via national associations, clubs and player unions across Europe.



## The UEFA Academy



**1,500+**  
graduates



**120**  
nationalities represented



**2,000**  
documents available on  
UEFA Play online platform



**56**  
events delivered during  
2018/19 season over 157 days



**40**  
countries visited by  
UEFA Academy programmes



TECHNICAL MATTERS

# 20 YEARS OF COACHING INNOVATION

**In a season of many milestones for UEFA, the 20th anniversary of the UEFA Coaching Convention represented an opportunity to reflect on the progress made in the development and structure of coach education across the continent.**

Since the six founder member associations – Denmark, France, Germany, Italy, the Netherlands and Spain – joined forces in 1998, the UEFA Coaching Convention has grown in size and importance, with a total of 54 UEFA member associations having signed up by June 2019 as it celebrated its 20th season in existence.

These signatories each receive €100,000 a year in funding from UEFA to invest in resources and they all abide by the same set of principles as outlined in the convention: to ensure the future quality of football; to guarantee the performance quality of coaches acting on UEFA's territory through unified minimum standards of coach

education; to protect footballers from exposure to coaches without appropriate education; to provide well-educated and competent grassroots, amateur and professional coaches; to promote and foster football coach education throughout UEFA's territory; to ensure that the quality of coach education remains

under the control of UEFA and its member associations; to promote European integration and the free movement of qualified coaches; to preserve and improve the level of coaching in Europe through vocational training; to increase the number of qualified male and female coaches; and to establish football coaching as a recognised, regulated profession.

With regard to the impact the convention has had during the past 20 years, the numbers speak for themselves. Even without factoring in the variety of UEFA grassroots C licences on offer, more than 180,000 UEFA-endorsed diplomas (from B to Pro levels) have been issued to date. An increasing number of member associations are turning to the provision of specialist diplomas too: as it stands, 30 associations offer the UEFA Goalkeeper A diploma; 23 run courses for the UEFA Elite

Youth A diploma; while the UEFA Futsal B diploma is accessible in 18 associations.

The ethos of the convention is that coach education is a dynamic process with constant room for improvement. This has been realised with the addition of the aforementioned goalkeeping, elite youth and futsal qualifications to the core B, A and Pro diplomas, as well as the introduction of programmes encouraging female coaches to earn UEFA badges. What is more, coach education courses now focus on reality-based learning, while the recruitment, development and retention of educators and further education (continuing professional development) are also important. In summary, the convention is continuously evolving, and there are plans to streamline it in 2020 as it looks forward to another 20 years at the forefront of football coach education.



Hope Powell

### Female coaches benefit from mentor scheme

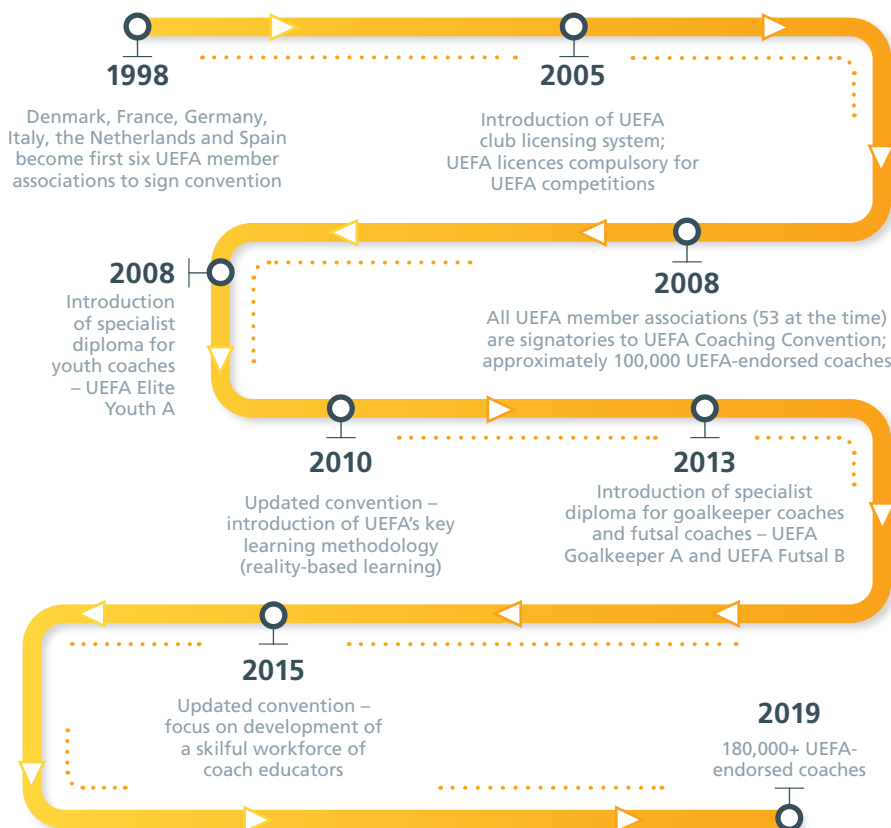
The 2018/19 season saw the UEFA coach development project for women launch a pilot phase for its UEFA coach mentor programme, with the aim of aiding the development of active high-level female coaches by giving advice on their daily coaching life as well as supporting UEFA A diploma coaches as they progress to the UEFA Pro diploma course.

The initial 12-month pilot started in December 2018 and featured four mentor-mentee pairs – Anna Signeul (Sweden) and Ieva Melanija Kibirsktis (Lithuania), Even Pellerud (Norway) and Aleksandra Ševoldajeva (Estonia), Hans Backe (Sweden) and Hege Riise (Norway), and Katerina Falida (Greece). These pairs would communicate at least once a month via Skype or in person during the period in question.

Following a highly positive feedback session in Budapest in May 2019, the first pilot phase was extended to 18 months, while a group of ten new mentees would embark on their own programme from October 2019. This would also run for 18 months, starting with an opening session at UEFA headquarters.

“I think the project is crucial to help the development of the next generation of coaches,” said Hope Powell. “The fact that aspiring, ambitious coaches have the opportunity to work with coaches who have vast experience in the game can only help them to become better.”

### UEFA COACHING CONVENTION – A TIMELINE





GRASSROOTS

# CONFERENCE HEADS EAST

The Belarusian capital of Minsk was the setting for the twelfth edition of the UEFA Grassroots Conference in June 2019, as people from all sectors of the football industry gathered to evaluate the state of the sport's grassroots in Europe.

Young players greet the crowd during an activity organised alongside the Grassroots Conference in Minsk in June 2019.



Over the course of three days in Minsk, grassroots managers and coach education specialists from all 55 UEFA member associations analysed the grassroots game. A selection of special guests, including FIFA and continental confederation representatives, were invited to the event. The focus of the latest UEFA Grassroots Conference was on three themes – football in schools, grassroots club development and grassroots coach education – all of which are viewed by UEFA as crucial to the continued development of grassroots football across the continent.

Throughout the conference, attendees debated and fine-tuned a number of objectives, including building closer ties between grassroots and coach education functions, bringing learning methods up to date within grassroots programmes, connecting schools with clubs, gaining a better understanding of the benefits of football for children and outlining future strategies.

The event also gave UEFA the opportunity to present its own grassroots visions and activities in line with the UEFA Grassroots Charter, through which it supports and nurtures grassroots football development at national level by setting standards and providing tailored assistance. By doing this, it aims to ensure that everybody, everywhere has the opportunity to play football in a safe and quality-controlled environment.



One such activity was the announcement of a new UEFA Football in Schools project scheduled to run from 2020 to 2024. Funded by the UEFA HatTrick programme, the scheme is targeted at UEFA's member associations and aims to provide school football activity to all young people, promote football as a social and educational tool, develop a player pathway to link school activity with clubs, and train teachers, coaches and volunteers to provide quality, educational football lessons.

The project was launched in September 2019 during a Football in Schools festival in the Slovenian capital of Ljubljana, with six mixed school teams of boys and girls – two from Slovenia and one each from Austria, Croatia, Hungary and Italy – participating. After this, the Football in Schools EURO will take place in Rome in May 2020, coinciding with the build-up to EURO 2020 in order to maximise exposure to grassroots football and its values. The mixed tournament will comprise one team from each of the 12 EURO host national associations, who will face each other in small-sided games and skills challenges.

One particular highlight of the conference was a Q&A session with the guest of honour, legendary Real Madrid and Spain striker Raúl González. Having previously worked as a youth coach at his beloved Real before moving on to his current role coaching the club's second team, he spoke ►

A scene of everyday life at HJK Helsinki, Finland's second biggest club with an impressive network of 3,100 registered players.



Raúl González

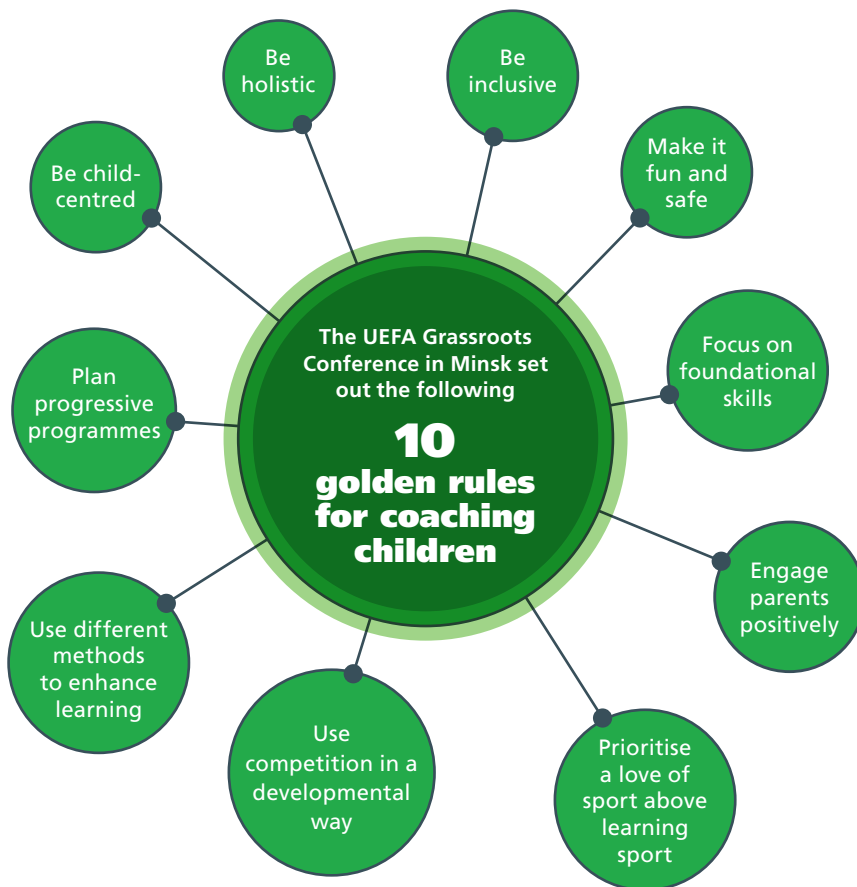
► at length about the evolution of grassroots football since his childhood days and the qualities needed to coach children in the game.

“Children have to be taught to enjoy themselves and shown the values they’ll need to play in a team: camaraderie, solidarity, selflessness and the confidence to go out and really be themselves,” he said at the conference. “It’s very important nowadays that the youngsters are educated and taught in the right way. There are now loads of academies and places to play. I think that all of the academies and clubs, where children begin to play from a very young age – at six, seven or eight – have a big responsibility.”

Raúl’s insight was just one of several invaluable contributions in Minsk,

and with the summit once again showcasing the importance of grassroots football and UEFA’s efforts to develop it, the signs are promising that the next conference in three years’ time will demonstrate further progress in the field.

The conference also allowed the Belarus Football Federation to present its conclusions from the 12-month club development pilot project launched in June 2018. Designed to develop nine grassroots clubs in four of the country’s regions, and supported by the country’s ministry of sport and tourism, the federation reported on the key achievements over the year, including the staging of a series of grassroots leaders courses for teachers and coaches, on-site visits of the participating clubs’ facilities and a final review session with the clubs in June 2019 which involved the issuing of certificates.



### Recognising excellence in grassroots

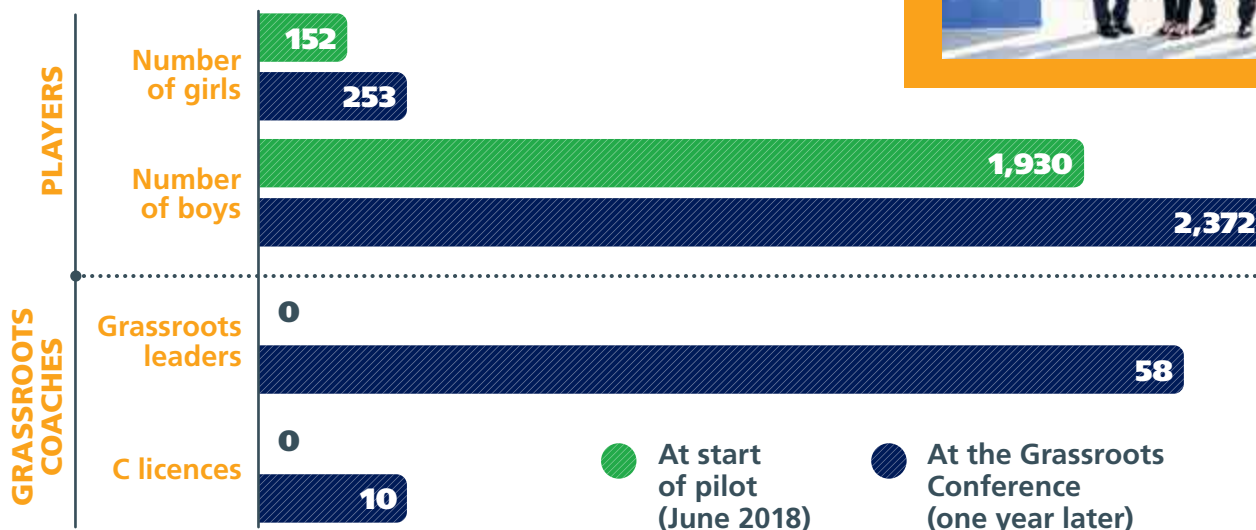
Held in September 2018 and aligned with the European Commission’s European Week of Sport, UEFA Grassroots Week was once again celebrated across the continent in the form of a host of activities encouraging participation in football at all levels.

The occasion was also marked by the annual UEFA Grassroots Awards at UEFA headquarters in Nyon, with Parm Gill of England receiving the gold award in the Best Grassroots Leader category for her tireless efforts in developing the game among the Sikh community of Gravesend.

The Best Grassroots Project award went to Icelandic club FC Sækö, which helps people with mental health problems through football, while HJK Helsinki of Finland won in the Best Grassroots Club category, having impressed with its network of 3,100 registered players across all levels of society and ability.



### Belarus pilot project boosts participation





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# GOVERNING THE GAME

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**SOCIAL RESPONSIBILITY**

# A SPORT FOR ALL

**Wembley Stadium was the venue for UEFA's fifth anti-discrimination conference.**

Greater equality, diversity and inclusion in European football were at the heart of the #EqualGame Conference at Wembley Stadium in April 2019. Organised jointly by UEFA, the English Football Association and the Fare network, the two-day conference took place on 2 and 3 April, and brought representatives from over

50 countries to London to discuss and reflect on key issues regarding discrimination in their communities – and the wider football family.

In all, the conference was attended by more than 250 delegates from UEFA member associations, leagues, clubs, political and governmental organisations, non-governmental organisations (NGOs) and minority groups, as well as relevant experts and media representatives. Together they addressed a range of important areas relating to discrimination: gender equality, diverse leadership, human rights, LGBT+ rights, and football and disability. Opening the conference, UEFA president Aleksander Čeferin expressed his concerns about the problems which continue to blemish football. "I am simply ashamed

that today in 2019, we have to organise a conference that promotes diversity. It is 2019, how can that happen? Because of that, I am ashamed. I am ashamed that here in Europe, not a weekend goes by without a discriminatory act taking place in a football stadium, at amateur level or professional level."

He added: "I am ashamed to see lone individuals utter racist, sexist and homophobic insults without realising the devastating effect and symbolic significance of their words."

As part of the EqualGame/Respect campaign, the 2019 #EqualGame Conference was the fifth anti-discrimination conference, following the inaugural event in London in 2002 and subsequent



# #EQUALGAME



## The push for an equal game

The build-up to the UEFA Champions League final featured a full Football for All Abilities match programme on a maxi-pitch on Madrid's Plaza Mayor which, over four days from 30 May to 2 June, showcased amputee, blind, cerebral palsy and powerchair football, as well as Special Olympics and Homeless World Cup football.

The UEFA ambassadors involved included Cafú, Roberto Carlos, Luís Figo, Christian Karembou and Gilberto Silva, together with #EqualGame ambassadors Barış Telli (pictured below), a professional amputee footballer from Turkey, and Keeley Cerretti, a young female amputee footballer from Scotland. Cafú, Roberto Carlos and Figo joined Barış and Keeley on the mini-pitch on the eve of the final to take penalties on crutches, before playing in a blind football penalty shoot-out.

Meanwhile, for the many visitors to the #EqualGame zone in the city's Real Casa de Correos on the Puerta del Sol, there was also an interactive football wall and information booths where they could engage with UEFA's partners and learn about their activities.

On top of pushing for playing opportunities for all, UEFA is working in cooperation with the Centre for Access to Football in Europe (CAFE) to promote the Total Football #TotalAccess campaign, ensuring a full matchday experience for disabled fans. In the case of the Madrid final, this meant audio-descriptive commentary provided in Spanish and English, giving partially sighted and blind fans the opportunity to enjoy the match.



## Impact of EqualGame campaign



# 81%

campaign approval rate

Most liked by  
**16–24**  
year-old  
football fans

**83%**  
recognised the  
core message

Campaign gave  
**73%**  
a good feeling  
about UEFA

conferences in Barcelona (2006), Warsaw (2009) and Rome (2014). It included panel discussions and round-table sessions, providing delegates with the opportunity to share their thoughts and hear other views on different topics. A comprehensive conference report has also been published, to be used extensively over the next four years – inspiring further positive change in this area across Europe's football landscape.

The UEFA president applauded the efforts of those "advocating change and calling for greater equality and justice", and underlined the power of football as a "social catalyst", saying: "Football is a sport that wipes out all differences, social, racial, sexual and religious; the only colours that matter on the pitch are the colours of the players' shirts."

SOCIAL RESPONSIBILITY

# COMMITTED TO CLIMATE ACTION

**UEFA has signed the UN Sports for Climate Action framework – and is determined to lower and offset its carbon footprint and emissions.**

UEFA has underlined a determination to play its part alongside other sports organisations in increased action on climate change. "Climate change is the biggest challenge facing the planet," said UEFA president Aleksander Čeferin. "UEFA firmly believes that football, with its strong and ever-growing environmental conscience, in particular in areas such as sustainable event management, has a duty to play a role in addressing this issue. This is why we are happy to have the opportunity to sign the United Nations Sports for Climate Action Framework."

There is acknowledgement within UEFA that certain sources of its carbon footprint are unavoidable – and with this comes an accompanying eagerness to compensate for these emissions. Over the past ten years, UEFA has worked with its sustainability partner South Pole to track and manage its environmental impact due to these emissions. It also compensated for all staff travel in 2017/18 by investing in a Gold Standard wind project on the Dutch Caribbean island of Aruba, which paired perfectly with UEFA Women's EURO 2017 hosted by the Netherlands.

To offset its emissions in 2018/19, UEFA invested in the Dora 2 Geothermal Power Station located in the farming

community of Köşk in western Turkey. This project aims to reduce Turkey's reliance on fossil fuel imports, preventing 40,000 tonnes of carbon emissions annually by tapping into the geothermal potential of the region in order to generate enough renewable electricity to power 7,000 Turkish homes each year. Registered under the Gold Standard, it also creates employment locally and, with this commitment, UEFA will offset its emissions from flights between June 2018 and June 2020.

For UEFA EURO 2020, UEFA will offset all flights for staff, teams and fans. It will invest in a limited number of compensation projects before inviting fans to choose their preferred option. Another climate action, to celebrate the 60th anniversary of the EURO, will see UEFA plant 600,000 trees across the territories of the 12 EURO 2020 host countries.

UEFA offset its carbon footprint and emissions by contributing to a wind energy project in Aruba.

UEFA FOUNDATION FOR CHILDREN

# THEIR FUTURE, OUR CONCERN

**The UEFA Foundation for Children makes a difference to young lives both in Europe and beyond.**

The 22 girls from Azerbaijan leading the Chelsea and Arsenal players out for the 2018/19 UEFA Europa League final is just one shining example of the way the UEFA Foundation for Children promotes children's rights.

In their case, in an initiative run by competition partner FedEx Express, the girls promoted female involvement in football in their home country. "Football offers many opportunities in terms of social integration and well-being, benefiting boys and girls alike," said Elkhan Mammadov, general secretary of the Association of Football Federations of Azerbaijan (AFFA) and a member of the board of the UEFA Foundation for Children.

These words could have applied to other ventures: to the Kia-driven UEFA Europa League trophy tour which, at eight stop-offs across the continent, collected football boots for distribution among young Syrian refugees at the Zaatari camp in Jordan... or to the 500 disadvantaged children who attended



The foundation's initiative in Azerbaijan promoted the involvement of girls in football.

matches in UEFA competitions during the 2018/19 season.

Promoting causes is a vital feature of the foundation's work. Hence the demonstration of football for blind and partially sighted

players at the UEFA Youth League finals, arranged via foundation partner PluSport and the Swiss Blind Football Association... not to mention the part played in the UEFA Women's Champions League final opening ceremony in Budapest by local children from disadvantaged and migrant backgrounds who are involved with UEFA's partner association Oltalom.

## Funding projects far and wide

The UEFA Foundation for Children invests in humanitarian projects linked to children's rights in areas such as health, education and integration.

With €3 million in additional funding approved by UEFA's Executive Committee, the foundation granted support to 45 new projects in 2018/19. These programmes focused on a number of areas, including access to sport, health and personal development, as well as post-conflict issues and youth employment. Half of the increased funding was allocated to European projects, and the other half to projects in the rest of the world.

A total of 22 European charity organisations recommended by UEFA member associations benefited from the 2019 UEFA Foundation for Children awards. The €1 million award was divided equally, with each charity receiving a €45,500 grant.

**"The activities supported by the UEFA Foundation for Children have strengthened my desire to see European football assume its role in the social development of young people all over the world."**

**Aleksander Čeferin,**  
 UEFA president and chairman of  
 the UEFA Foundation for Children

# THINKING OUTSIDE THE BOX

**UEFA's innovation hub is encouraging fresh thinking and novel solutions for an organisation looking to the future.**

**B**y creating platforms for innovation, research and development, UEFA supports the use of modern technologies and data to improve its business working model and create better engagement with fans.

European football's governing body opened its doors to seven start-ups in one of several significant steps taken to develop a culture of innovation.

For UEFA, the decision to establish an innovation hub was driven by the desire to use technology to create a forward-looking, forward-thinking culture which will ensure a strong future for the organisation. This involves initiatives and activities organised both internally and with external participants.

The UEFA start-up challenge – one of the first initiatives launched by the UEFA innovation hub to facilitate closer working relationships between selected start-ups and UEFA staff – offered a strong platform to its seven participating teams, selected from a wide range of applicants following successful pitches in February 2019. After a series of remote meetings and on-site

workshops, the teams congregated in Nyon in June to deliver their demos and were able to access live UEFA events – including European Qualifiers, UEFA Youth League and UEFA Champions League matches, and the Champions Festival – as well as archived insights and data. With this, they could test the applicability of technologies in UEFA's environment, creating innovative solutions to a broad range of topics such as developing grassroots football and improving matchday experiences for spectators.

UEFA has now signed three of these start-ups to continue the partnerships developed during the challenge, with two further contracts in progress. Given this success, UEFA's innovation hub has now launched an open innovation platform on UEFA.com – a portal for start-ups and other partners to apply to work with UEFA on pilot schemes to bring their new ideas and technologies to its events and services all year round.

Another notable activity was UEFA innovation week, which ran from 29 April to 3 May and involved 90 MBA students from the IMD Business School, as well as 18 students from the ECAL/University of



Art and Design Lausanne. These students joined UEFA and the ThinkSport network in a programme aimed at creating new and groundbreaking ways for people to experience live football.

They split into 18 teams, mixing business and design expertise, and engaged in a week of discovery, idea creation and business model identification which culminated in the pitching of their ideas to a jury of UEFA experts, as well as IMD, ECAL and ThinkSport representatives. For UEFA, this meant an opportunity to gain fresh insights and perspectives from outside its core businesses on the fan experience for EURO 2020 events.

Equally, the innovation hub concept meant opportunities for UEFA's own staff. The Intrapreneurship programme





launched in January 2019 brought together 12 employees from different divisions to collaborate on solving real business problems.

Its benefits included knowledge sharing, empowering colleagues to find solutions independently of management, and fostering creativity in areas of business modelling and design. By way of example, one of the activities on the agenda involved rethinking UEFA's match command centre tools and procedures.

There was also a working session on women's football entitled 'Innovation through diverse thinking'. This enabled 30 cross-divisional UEFA staff members to hear first-hand from the women's football unit about its new strategy, actively helping to shape new ideas alongside it.

As a measure of the success of these inaugural programmes, UEFA launched an innovation lab in September 2019 – a dedicated space to welcome intrapreneurs, start-ups and other innovation partners to work on new projects in a conducive environment. These will include four new intrapreneurship projects and new start-ups sourced through the open innovation platform, while the lab will also enable the innovation hub to act as a service to UEFA staff to help them address specific business problems, using new methodologies and ways of thinking to solve them. This includes learning programmes for staff such as the meeting facilitation training and innovation bootcamp, as well as providing the opportunity to share knowledge and insights through working sessions.

### Innovation hub objectives

Driven by the UEFA Strategy 2019–2024, the UEFA innovation hub will:

**Cultivate – foster a culture of innovation:** help UEFA become a more agile and resilient organisation

**Connect – leverage UEFA's ecosystem:** identify opportunities for UEFA to access new ideas and technologies, especially with start-ups

**Curate – future-proof UEFA:** anticipate global trends in the sports industry and beyond

Through the delivery of these three objectives, the innovation hub positions UEFA as a forward-thinking organisation that explores opportunities to optimise efficiencies and revenues.

### A game plan of two halves

#### Internal initiatives

Intrapreneurship, using UEFA's network of partners; conferences and collaborative 'sprint sessions'; innovation bootcamps; innovation lab space

#### External initiatives

Start-up challenge and open innovation scheme; IMD/ECAL innovation challenge; football innovation cluster; participation in global conferences

LEGAL

# CROSSING A CONTINENT

For the first time in its 60-year history, the final tournament of the UEFA European Football Championship is being held in 12 countries across the continent. Bringing this special initiative to fruition has been no mean feat, and it would not have been possible without the appreciable efforts and cooperation of the 12 hosts. It has also posed unique challenges to ensure that the event is delivered in compliance with the laws in 12 different countries, each with their own jurisdiction.



## Staging agreements

Close cooperation has taken place with each of the 12 national associations and their respective host cities to ensure that the staging agreements and related guarantees are fully implemented and complied with, including negotiating guidelines such as the host city guidelines and the fan zone guidelines.



## Immigration and customs

Negotiations have been held with 12 different governments to ensure that fans, commercial partners, suppliers and UEFA staff will be able not only to travel freely to each country for the EURO, but also quickly and efficiently bring their infrastructure and equipment into each country in order to stage the event. New laws have been passed in Azerbaijan and Russia for these purposes.



## Tax

The tax status of EURO 2020 in each of the 12 countries has been confirmed to ensure certainty and compliance with relevant tax law.



## Employment laws and working time regulations

The legal affairs team have acquired a detailed understanding of the local employment laws and working time requirements across the 12 jurisdictions for this EURO. Using this information, they have worked with other UEFA units to develop the UEFA EURO 2020 staff regulations to ensure that all staff involved with the event work in accordance with local laws.





### Procurement of goods and services

The involvement of 12 countries has meant a significant increase in the number of suppliers who will supply the critical infrastructure, equipment, goods and services that are necessary to hold the event. UEFA estimates that around 1,000 contracts will be drafted and negotiated to enable the event to happen. For example, UEFA will enter into 12 contracts (one per country) for bus services, compared with the single contract required for UEFA EURO 2016 in France.



### Ticketing

This EURO will use innovative electronic ticketing solutions, alongside traditional paper tickets. The legal affairs team has been working closely with the UEFA ticketing team to put in place the legal framework for this, as well as continuing the efforts to protect fans by fighting the ticketing black market.



### Intellectual property

Applications have been made to register over 252 trademarks and 128 designs for the event in jurisdictions around the world. These rights have been monitored, maintained and enforced to ensure that the event brand is protected worldwide.



### Rights protection

There has been close cooperation with the 12 national associations, 12 host cities, 12 police forces, 12 customs authorities and many other national and local authorities in each of the 12 countries to implement a rights protection programme. The aim is to protect the exclusive rights of commercial partners, protect fans and stop the flow of money into criminal activities by preventing ambush marketing, ticket touting and the sale of counterfeit goods.



### Insurances

It has been necessary to ensure that the 12 national associations and 12 stadium operators each conclude all requisite and adequate insurances (in particular, a third-party liability insurance) regarding their obligations and risks in connection with UEFA EURO 2020.

INTEGRITY AND DISCIPLINARY

# EFFORTS AGAINST MATCH-FIXING YIELD SUCCESS



**The Recognise, Reject, Report campaign has created a climate of trust encouraging referees, officials and players to report match-fixing incidents.**

UEFA's awareness and prevention campaign centres on three Rs: Recognise, Reject, Report. Referees, officials and players must first recognise that an approach from someone offering something of value – such as gifts, money, contracts, fame, etc. – may be in fact an dishonest attempt to gain inside information or seek to influence the course or result of a match; they must then reject any proposal immediately; and finally, they must report the activity to their football association, UEFA, or someone in a position of trust. Judging by the incidents noted at national and international level during the 2018/19 season of UEFA-trained players, referees and officials resisting and reporting illicit approaches by people seeking to influence the course or result of a match, there is encouraging evidence that UEFA's 3Rs message is being taken on board.

From 2018 to 2019, there was an unprecedented increase in the number of suspicious incidents reported to UEFA via its integrity reporting mechanism. This highlights UEFA's renewed focus on encouraging confidential reporting of

match-fixing. It also underlines the public's trust in UEFA as an organisation that is dedicated to tackling match-fixing and other misconduct in football.

Through the use of the betting fraud detection system (BFDS), UEFA witnessed a minor reduction in the number of detected suspicious or irregular betting patterns in matches across its territory. However, this is not to assume that

match-fixing is on the decline. There is no place for complacency given that certain 'hotspots' remain, yet overall there were encouraging signs that UEFA's approach to curbing the threat may be having an effect thanks to increased, proactive monitoring and the prioritisation of actions, a strong network of national association integrity officers and the implementation of robust sanctions in high-profile cases.

## Key disciplinary decisions taken

In total, 763 decisions were made by UEFA's Control, Ethics and Disciplinary Body in 2018/19. The Appeals Body decided a total of 48 cases, while the Club Financial Control Body adjudicated four cases. The UEFA regulatory and disciplinary unit also worked on the case against KS Skënderbeu following its appeal to the Court of Arbitration for Sport (CAS) over its ten-year club competition ban and €1 million fine imposed by UEFA for the Albanian club's involvement in activities aimed at arranging the outcome of matches. Ahead of the CAS hearing in summer 2019, which would confirm the decision of UEFA's Appeals Body, UEFA remained confident about the reliability of the betting fraud detection system in identifying abnormal betting patterns.



MEDICAL

# DOPING CONTROL PROCEDURES MODIFIED

**Technology is making the doping control process smoother for doping control officers and players alike.**

There have been notable changes to UEFA's doping control systems, starting with the successful delivery of a web-based form designed specifically for iPads and developed both for in- and out-of-competition tests. The paperless system can be used by more than one doping control officer on the same assignment. The objective of the paperless form is to speed up the process for players and teams

by using match data already available in TIME (UEFA's Team Information Management Environment), thus reducing paper use and data entry errors as well as improving on-site efficiency. Two-factor authentication was also put in place to add an additional layer of security, with data protection and system security a UEFA priority. If an iPad is lost, all data can be deleted remotely.

## UEFA Nations League testing programme

For the inaugural UEFA Nations League finals in June 2019, the anti-doping unit performed a comprehensive testing programme on the four qualified teams to ensure a level playing field for all participants. From the start of 2019, UEFA and the collaborating national anti-doping agencies collected 169 samples from players involved in the finals. A total of 84 of these samples were collected after a match, and 85 at the training ground or players' homes. All samples were analysed at WADA-accredited laboratories, and all results were negative. In addition, UEFA doping control officers collected an extra 20 samples from players at team hotels in Portugal. Meanwhile, collaboration agreements with the national anti-doping organisations of all four finalist countries allowed for comprehensive Athlete Biological Passport (ABP) programmes for the players.



**3,362**

samples collected in total in 2018/19, including **620** samples collected out-of-competition:



**2,456**

urine samples  
(73.05%)



**455**

blood serum samples  
(13.53%)



**451**

whole blood/athlete biological passport samples  
(13.41%)

During the 2018/19 campaign, 100% of the players selected for testing at UEFA Champions League matches (group stage onwards) and 98% of players at UEFA Europa League matches were processed by means of a data analysis tool, which helps prioritise the players due to be tested based on a variety of metrics and statistics.

In June 2019, the doping control officers were informed of an innovation for next season, with digital random player selection for doping tests coming into force. For the majority of UEFA tests, targets will still be selected by intelligent testing but if this procedure is not deployed, the digital system will automatically select two players from each team, based on the team sheet submitted before the match. This should mean a quicker, easier draw process for them and the teams.

FINANCE

# TREMENDOUS REVENUE GROWTH

The continuing success of UEFA's flagship competitions, including the newly created UEFA Nations League, allied to careful financial planning, analysis and implementation, meant that UEFA's revenue continued to grow in 2018/19.

One of UEFA's strategic objectives is to continue to increase its revenue to give additional financial support to other competitions, education and strategic initiatives – while, at the same time, investing as much as possible back into football and helping Europe's national

associations maintain their development.

In 2018/19, UEFA's Finance Committee already started to focus its attention on UEFA EURO 2020 – in particular, ensuring that project accounts were well planned and properly prepared. It also requested that performance reviews be

included as an agenda item at each meeting. The committee approved and supported additional investments in youth, women's and futsal competitions.

For more details please consult the UEFA Financial Report.

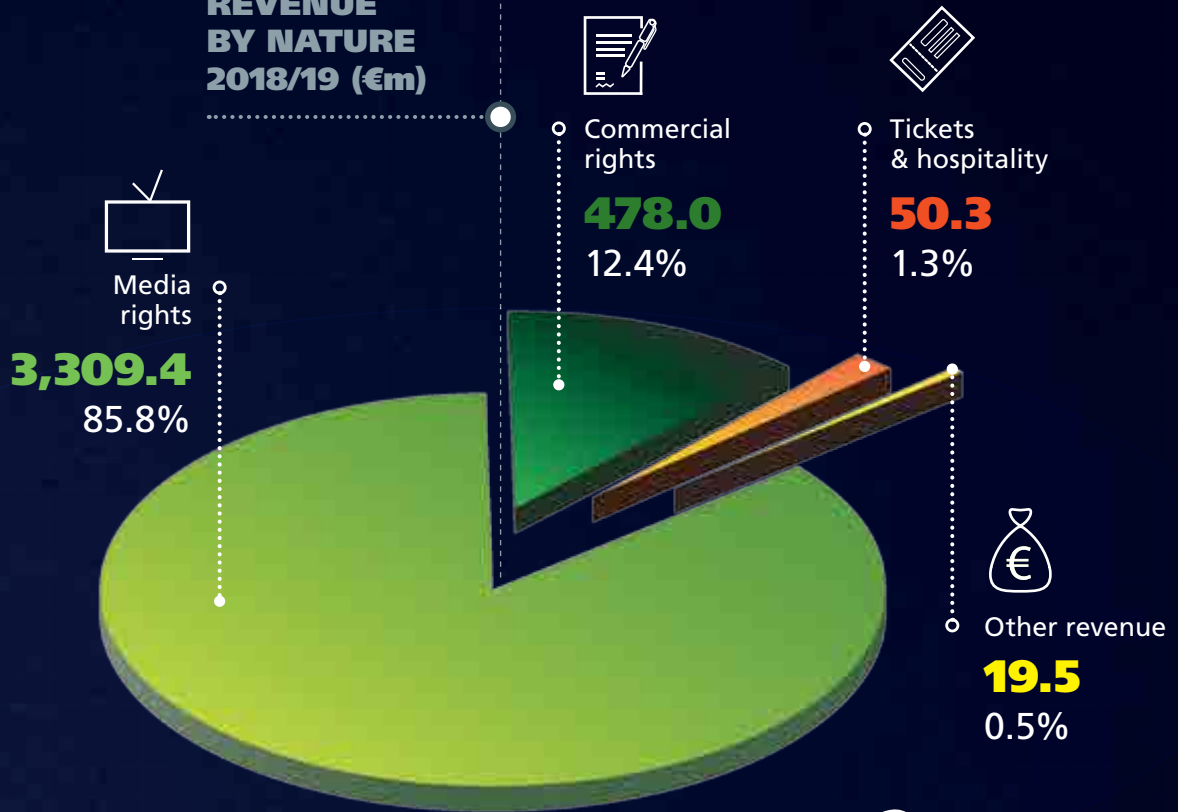
## REVENUE (€m)



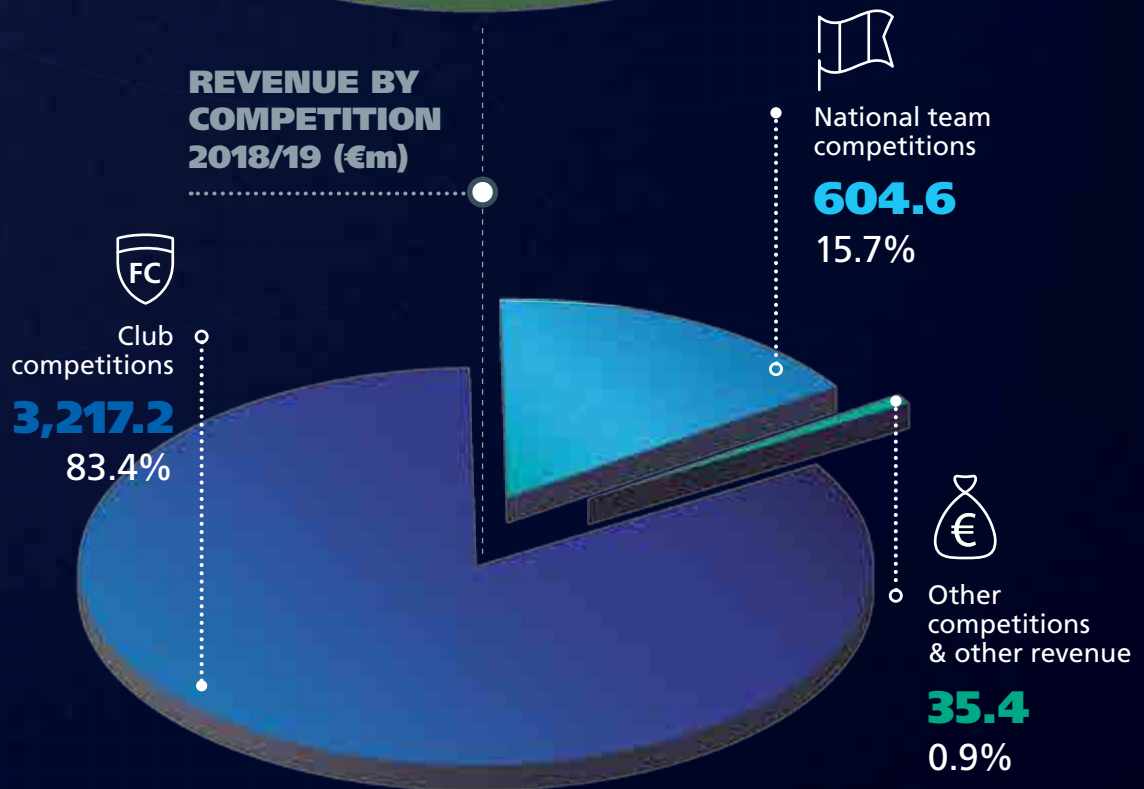
## MONEY DISTRIBUTED (€m)



**REVENUE BY NATURE  
2018/19 (€m)**



**REVENUE BY COMPETITION  
2018/19 (€m)**



## INTELLIGENCE CENTRE

# KNOWLEDGE ON DEMAND



**The UEFA intelligence centre is providing strategic insights and understanding for the benefit of member associations and other stakeholders across Europe.**

The UEFA intelligence centre is in the process of building the widest-ranging strategic intelligence environment in sport, enhancing UEFA's reputation as a hub of best practice and knowledge in our increasingly data-driven world. To highlight the scope of activities and explain how data can be used to better support decision-making, the UEFA intelligence centre developed and issued a web-based services catalogue during the reporting period, covering a full range of topics integral to club and national team football. The catalogue can be accessed through the QR code on this page, and underlines how the intelligence centre can inform discussions and set context to decision-making on matters as varied as club and national association finances, club and national team over- or underperformance, and the player transfer and agent landscape.

UEFA has brought together a small team combining specialist technical knowledge and professional skills, including data science, economics, accounting and econometric modelling, all with the stated goal of ensuring "a recognised centre of excellence for strategic off-pitch football research, delivering balanced insights directly to UEFA policymakers, decision takers and key stakeholders."

Visit the UEFA intelligence centre catalogue



These insights can involve measuring the relative success of youth development or head coaching in a particular country; assessing club performance vis-à-vis transfer operations and finances; or supporting national associations or leagues in identifying the best structure and format for a domestic competition. By summer 2019, the intelligence centre strategic analytics function had already serviced more than 60 internal and external projects.

The intelligence centre also delivered the latest UEFA Club Licensing Benchmarking Report, published in January 2019, which gave an overview of some 700 top-division clubs across the continent. As well as assessing the latest financial year, it discerned and defined major trends over a decade that witnessed a shift in European football finance with stronger regulation, led by UEFA and supported by national associations. Patterns identified included rising attendances, with last year's figure of 105 million the highest for ten years, and widespread stadium developments, with at least one significant project concluded in 33 countries and 104 new stadiums built altogether by European clubs and associations (and another 16 rebuilt).

With an increase in the number of people working with data across UEFA, the intelligence centre also initiated a series of cross-divisional exchange meetings with the purpose of connecting data scientists, data analysts and business analysts across the organisation. Servicing and supporting projects across UEFA is a significant part of its work, with examples such as the

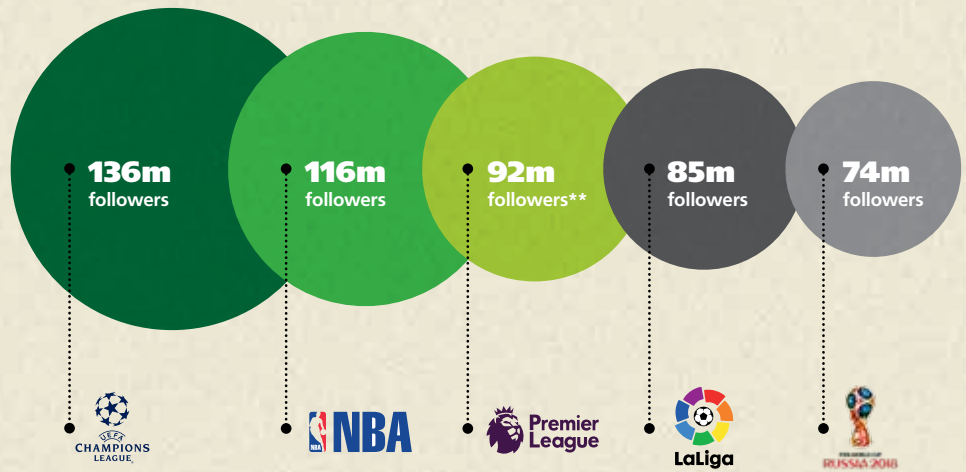
creation of UEFA Grow participation dashboards to be shared with the 55 member associations. Another task involved using transfer and loan simulations to support the FIFA transfer task force in assessing the impact of potential changes to the regulation of the global transfer system.

Providing context and insight is a fundamental feature of the intelligence centre's endeavours, and it worked with a number of national associations during the year. As well as a demographic study for the Portuguese Football Federation on player numbers, it contributed to benchmarking by the Royal Netherlands Football Association and Hungarian Football Federation, and delivered strategy and data for the Italian Football Association's Report Calcio.

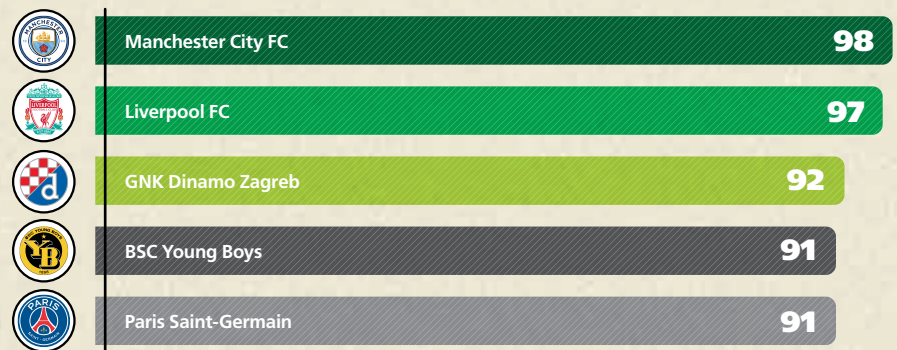
One particularly noteworthy beneficiary was the Malta Football Association. In March, the intelligence centre concluded a 70-page report entitled Foreign Player Impact on Maltese Football, drawing on a mix of primary data sourced from UEFA and the MFA, third-party databases and key stakeholder interviews. Research included looking at six other associations of a similar size and comparing various aspects – the make-up of senior and junior national squads, the profile of club squads within the top league, differences in how clubs spend their money, and sporting results – along with assessing the current position and ten-year development of Maltese football. Two other associations subsequently expressed an interest in similar studies.

## Top 5 most popular sports competitions on social media\*

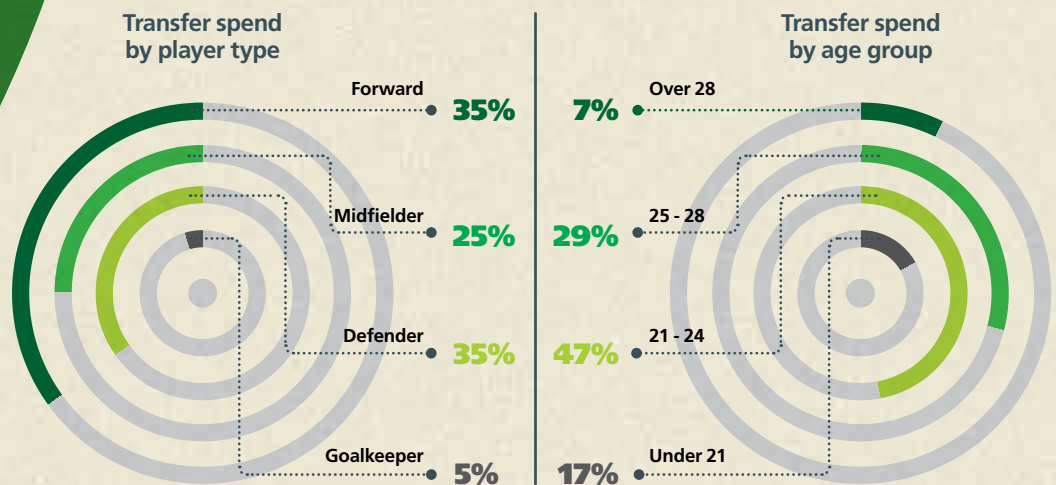
\*Ranked by aggregate number of followers on Facebook, Instagram, YouTube and Twitter in July 2019. UEFA.tv YouTube account followers prorated across main UEFA competitions.  
 \*\*July 2019 data. Premier League launched its official YouTube channel in August 2019 – it has cumulated 348,030 subscribers as of 4 September 2019.



## Top 5 clubs with highest points total



## Transfer spend by position and age group of players



GOVERNANCE AND COMPLIANCE

# EXTENDING GOOD PRACTICE

**New UEFA-wide procurement regulations have been created and implemented to improve cost efficiency and reduce risk.**

UEFA has developed its governance and compliance programme centred on three specific areas: rights sales, procurement and the auditing of financial distributions to member associations.

For the first time, UEFA has written down all its rights sales practices, which have worked well over the years. This will codify the current good processes, and address many of the high risks that exist in this area for sports federations.

Meanwhile, the introduction of procurement regulations on 1 July 2019 will ensure the extension across UEFA of the good practice that was already happening in certain parts of the organisation.

The overall objective of this common policy is to achieve 'the best suppliers, on the best terms' with a long-term view of ensuring competitive supplier markets. It was felt that there were too many suppliers being used across UEFA. The regulations will mean that all procurement is now capable of being audited.

The new regulations provide general rules for all purchasing processes for goods and services in UEFA, which will bring more effectiveness and transparency, as well as accountable financial flows.

Lastly, an annual audit plan for HatTrick project distributions to UEFA member associations has also been prepared, with several national associations to be selected randomly each year for independent, external audit, respecting a geographical balance. More in-depth audits will be performed where there is evidence of misuse of funds.



## FOOTBALL STAKEHOLDERS AND EU BODIES

# LOOKING TO TOMORROW

**The future of Europe's club competitions and a transfer system reform were on the agenda this year.**

The UEFA Executive Committee held a series of meetings with stakeholders during the reporting period to discuss the future of UEFA's club competitions after 2024, notably with the executive board of the European Club Association (ECA) in March 2019, and the board of directors of the European Leagues (EL) two months later.

UEFA and the ECA also collaborated on a shared letter of intent which emphasised the organisations' joint commitment both to ensuring the healthy development of European football and to forging a sustainable partnership. The letter of intent was signed in Brussels in November 2018 by UEFA president Aleksander Čeferin and ECA chairman Andrea Agnelli, and was subsequently presented to the EU commissioner for sport Tibor Navracsics.

This was followed by a new UEFA-ECA memorandum of understanding which committed the parties to work closely together to further promote, develop and shape the future of football across the continent until 2024.

In addition to this, UEFA actively participated in the work of the FIFA transfer system task force, which brought together representatives from confederations, member associations, leagues, clubs and players to produce reforms. A first package of reforms was passed in November 2018. This included the creation of a 'clearing house' to process transfers, centralising and simplifying the payments associated with transfers such as solidarity payments, training compensation and agents' commissions. It also introduced an electronic transfer system at national level, and a domestic electronic registration system.



There will also be tighter regulations for agents, with an agreement made on the principle of introducing compensation and representation restrictions, the payment of agents' commissions through the clearing house and the licensing and registration of agents through the FIFA Transfer Matching System, an online platform for FIFA's member associations to record player transfers between clubs. The loan system will also be regulated to ensure that it is conducive to youth development. Solidarity contributions, meanwhile, will be introduced for domestic transfers with an international dimension.

Following its reactivation in 2018, the UEFA Professional Football Strategy Council held three meetings during the year. It is the only UEFA standing committee that brings together representatives from member

associations, clubs, leagues and players, and is chaired by the UEFA president. Together, these stakeholders discussed topics of significance for the game's future.

Finally, work began on implementing both the UEFA-European Commission Arrangement for Cooperation (2018) and the UEFA-Council of Europe Memorandum of Understanding (2018). Along with the Committee for the Regions (CoR), UEFA organised a Brussels workshop for its member associations in November 2018 which offered guidance on accessing EU funding. Council of Europe president Karl-Heinz Lambertz, UEFA first vice-president Karl-Erik Nilsson and EU commissioner for sport Tibor Navracsics all took part in an event which concluded with the signature of a joint UEFA-CoR declaration on EU funding for sport.

ADMINISTRATION

# A NEW WAY OF WORKING

The need to recruit 200 new employees to work on the UEFA EURO 2020 tournament from summer 2018 until August 2020 came with an accompanying need to install them on the UEFA campus – complying with the vision of UEFA general secretary Theodore Theodoridis to have all employees working together as a team.

The revamp of office space in two UEFA buildings has given staff different workspaces for different work activities, as well as allowing an enlarged workforce to stay together on the UEFA campus site. With this goal in mind, the facility management unit set about providing facilities with creative spaces to stimulate new ways of working, including the reordering of office space in the existing buildings. A two-month process began in November 2018, during which four floors were entirely modified and 320 employees 'relocated'.

The aim was to encourage in-office mobility, with employees free to move to different workspaces depending on their

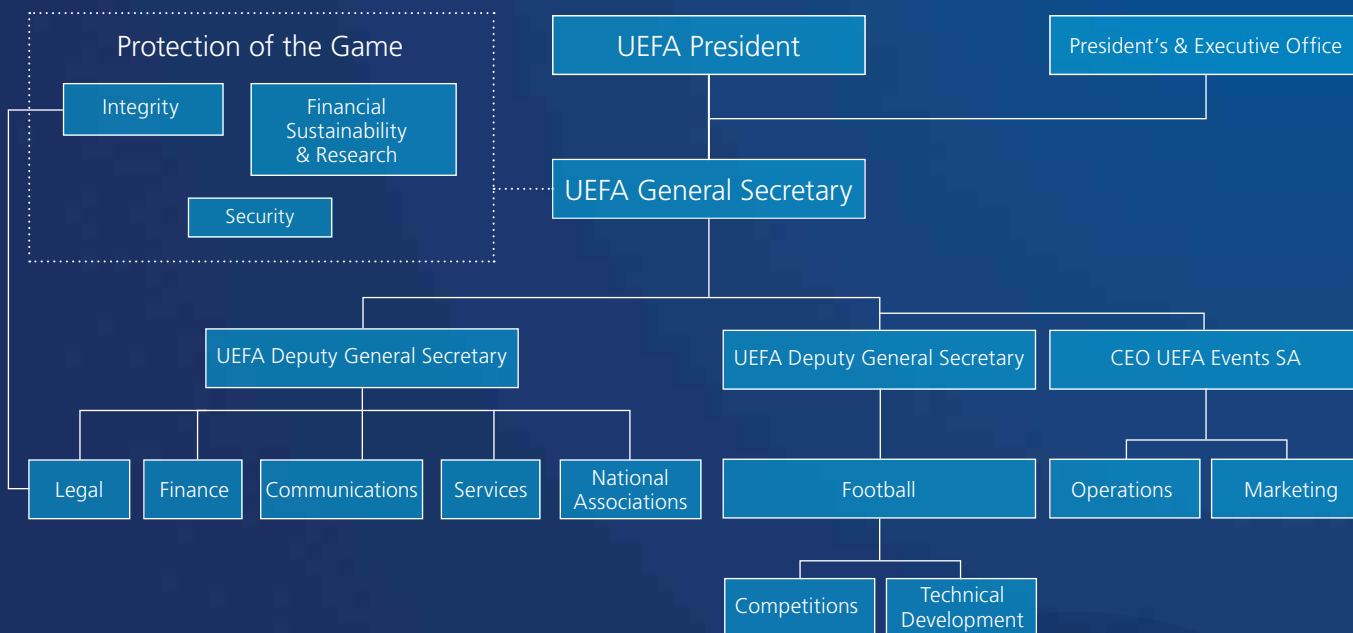
task at any given moment – from working alone to a more intimate conversation between two or more colleagues.

To provide spaces for conversation, phone calls and informal meetings, various pods were set up, while a quiet zone consisting of a bench of six desks equipped with the necessary ICT equipment was also installed.

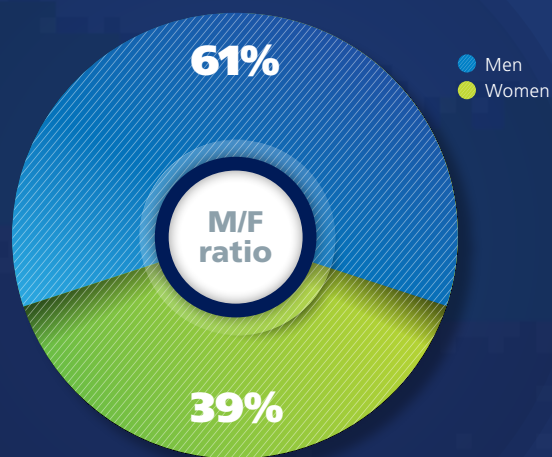
The overall aim of this less rigid digital workplace is to promote new approaches to working – whether it be working in teams, working solo or collaborating across teams. Moreover, the restructuring made it possible for colleagues to remain together on the same site, providing a cheaper solution than renting external office space in the region.



UEFA ORGANISATION CHART



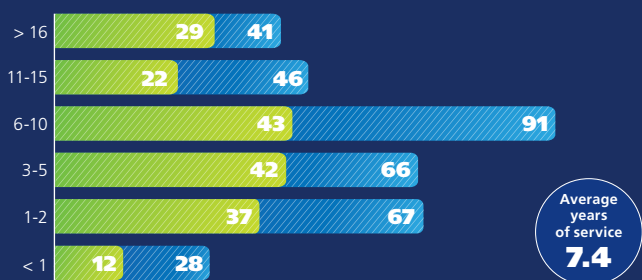
UEFA STAFF AS AT 30 JUNE 2019



AGE (all contracts)



YEARS OF SERVICE (permanent contracts only)



51 NATIONALITIES





CHAMPIONS LEAGUE

# OPERATING THE GAME

**80** Road to  
EURO 2020

**84** Virtual  
working visits

**86** Spectator  
experience

**88** Marketing

**92** Focus UEFA.tv

**94** Season in stats

QUALIFYING DRAW  
02 DECEMBER



ROAD TO EURO 2020

# EURO BUZZ GATHERS MOMENTUM

**From the qualifying draw to the unveiling of ambassadors and the mascot, through to host city preparations, the groundwork for UEFA EURO 2020 has been gathering pace.**

Dublin was the venue for the UEFA EURO 2020 qualifying draw in December 2018, and while this event drew the media spotlight and laid out the schedule for

the 55 teams involved – with the first two rounds of European Qualifiers coming three months later in March – there was plenty else achieved during

the past year on the road to the 2020 final tournament.

From an operations perspective, a busy 12-month period began with the confirmation, in September 2018, of video assistant referee (VAR) deployment at the final tournament. The week of the Dublin draw then provided an opportunity for the second meeting of the tournament steering group, which brought together all the host associations' general secretaries/ chief executives in the Irish capital.

Moving into 2019, February featured several national association working visits as well as the launch of the UEFA team facilities catalogue, which displays proposed and contracted accommodation and training centres from which teams may select their team base camp, together with information regarding the assigned transfer hotels and training centres. Stadium preparations continued, meanwhile, with a third working visit to all 12 venues as well as the completion of 12 stadium infrastructure reports and their delivery to the respective stadium operators. In April, UEFA's headquarters in Nyon was the venue for the first workshops for stadium operators (the main users of stadiums when UEFA is not

## Meet Skillzy

Meet Skillzy, a larger-than-life character inspired by freestyling, street and panna culture. The official mascot for EURO 2020 was unveiled during a spectacular pre-match display at the Johan Cruyff ArenA in Amsterdam on 24 March.

Accompanied by two of the world's leading freestylers, Liv Cooke and Tobias Becs, Skillzy showed off a few moves to the 55,000 crowd ahead of the European Qualifier between the Netherlands and Germany. Freestylers from the 12 host cities have been invited to show off their freestyle moves for the chance to display their skills with Skillzy during the tournament.

In tandem with these unveilings, UEFA invited freestyle enthusiasts from the 12 host cities to take part in a Your Move activation. This involved the freestylers submitting videos of themselves performing tricks they felt best represented their cities. Two winners from each city will have the honour of showcasing their skills during the tournament.



present), while the third centralised safety, security and services workshop took place in Amsterdam, where the different local organising structure (LOS) safety and security teams met with UEFA to discuss topics related to EURO 2020.

There was a busy communications and promotion programme during the first half of 2019, beginning with the '500 days to go' event on 29 January and running through to 'One year to go' activities in the host cities between 12 and 16 June. On 21 March, former EURO winners Peter Schmeichel and David Trezeguet joined EURO 2004 runner-up Luís Figo in kicking off the ambassadors programme. The event

took place in the Swiss towns of Nyon and Gruyères, and featured the sight of the Henri Delaunay Trophy balloon taking flight.

Other milestones included the announcement of ticket pricing in Budapest in May 2019, followed by the start of ticketing and hospitality sales a month later. The first 12 days of June also featured the launch of each host association's volunteer recruitment programme, as well as working visits to the outer areas of all 12 host cities. Meanwhile, host city and fan zone guidelines were issued in November 2018 and January 2019 respectively. By June, UEFA had received the final concepts from the majority of host cities.

Back at UEFA's headquarters, there was a first sponsor workshop in November 2018, with the first broadcaster workshop following in April 2019.

Finally, important steps were also taken regarding production services for next summer's tournament. This comprised the confirmation of 95% of overlay – including camera positions, broadcast unilateral facilities and cableways – as well as all technical suppliers, host broadcast production teams and key venue staff, while TV stadium plans were finalised and frozen ahead of the start of the tournament.



**"I am delighted to be part of such of an exclusive set of ambassadors, especially as this will be the biggest EURO ever. It will be a true celebration across 12 great venues, and a fitting way to celebrate the 60 years of this great competition."**

**Peter Schmeichel,**  
UEFA EURO 2020 ambassador





# EUROPEAN QUALIFIERS & UEFA EURO 2020 TIMELINE

**21 March 2019**

UEFA EURO 2020  
ambassadors programme  
launched in Nyon

**24 March 2019**

Official mascot  
Skillzy unveiled  
in Amsterdam

**5-10 September 2019**

European Qualifiers  
group stage

**2 December 2018**

UEFA EURO 2020  
qualifying draw,  
Dublin

**21-26 March 2019**

European Qualifiers  
group stage

**7-8 & 10-11  
June 2019**

European Qualifiers  
group stage

**10-15 October 2019**

European Qualifiers  
group stage



**22 November 2019**

European Qualifiers  
play-off draw



**12 June–  
12 July 2020**

UEFA EURO 2020  
final tournament

**30 November 2019**

UEFA EURO 2020  
final draw, Bucharest



**6 November 2019**

Official match ball  
Uniforia unveiled

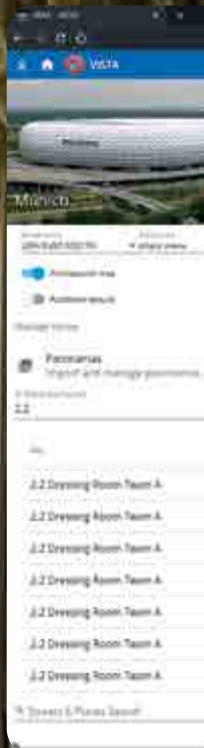
**26–31 March 2020**

European Qualifiers  
play-offs

**14–19  
November 2019**

European Qualifiers  
group stage



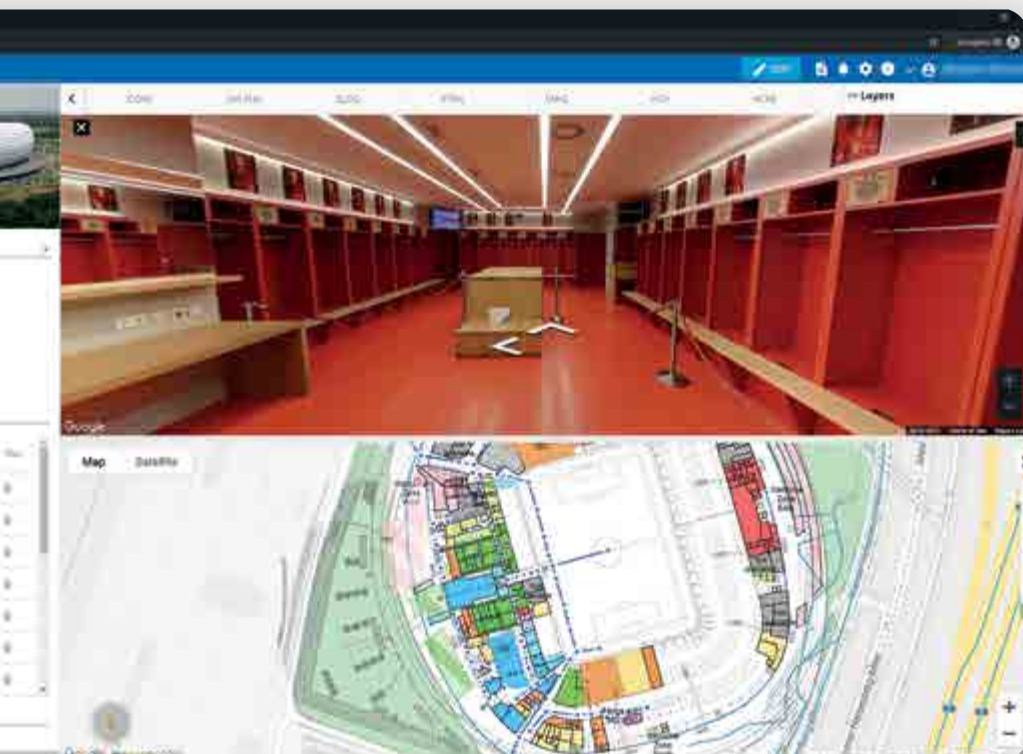


VIRTUAL WORKING VISITS



# VIEW ON UEFA VENUES

A new platform provides UEFA staff with a virtual view of match venues across the continent, enabling more sustainable and economical monitoring and preparation work.



A virtual stadium solution. That is the concise description of VISTA, the newly developed web application launched by UEFA in 2018/19 to give staff greater licence to monitor the organisation of events at stadiums across Europe.

Overseen by the venue operations team, VISTA enables a virtual on-site experience, strengthening the collaboration between UEFA teams and their stadium and host city counterparts, as well as commercial partners and suppliers. This digital platform – created by the UEFA ICT team – combines business and consumer technology and allows for live tracking of the venue.

A key component is the dynamic 360° photo walk-through, akin to Google Street View. For staff who are at UEFA headquarters or travelling, it is now possible to view all the areas at a venue, from the inside (pitch, dressing rooms, etc.) to the streets outside, using this feature. This should serve to reduce the number of working visits required, which in turn should save both time and cost, and help diminish the carbon footprint. It will also help staff preparing for working visits by providing familiarity with venues.

The benefits should be far-reaching, given that UEFA holds numerous events across Europe each year that involve multiple internal and external stakeholders. Indeed, by the end of 2018/19, all the UEFA EURO

2020 venues had been successfully integrated into VISTA, together with the stadiums in Gdańsk and Porto that will host the 2020 UEFA Europa League final and UEFA Super Cup match respectively. More will follow, including the venues for UEFA Women's EURO in England and the European Under-21 Championship finals in Hungary and Slovenia, both in 2021. The UEFA Champions League final host venues for 2021, 2022 and 2023 – St Petersburg, Munich and London Wembley – can also be 'reused' in VISTA, as all three stadiums have already been integrated for EURO 2020.

For each UEFA match, it is necessary to take over the host venue either fully or partially, demanding detailed preparation work from the various UEFA competence centres.

They are required to identify how to operate the stadium facilities during the event, taking into consideration the bidding requirements. VISTA provides venue overlay planners with drawing and measurement tools that help prepare a project-specific overview of all levels of the stadium. This supports the planning of access points and stewards' positions. Over the course of 2018/19, more than 100 staff were trained on VISTA, which was rolled out to EURO 2020 project leaders in August 2018 ahead of their third working visits. By June 2019 more than 400 users had logged in.

The creation of training videos, made available in January 2019, has helped users familiarise themselves with the project. There has also been 360° camera training for EURO 2020 local organising structure (LOS) staff, so that they can add extra pictures where required. In practice, this has led to the uploading of around 150 additional pictures for each EURO venue.

Meanwhile, the clarification of access rights and security questions with the legal affairs division made it possible for external staff to access the programme – not only LOS staff, but suppliers (e.g. technical services, hospitality, signage and TV production) and broadcast and commercial partners as well. And the development of the system continues apace: the first part of 2019 brought the implementation of measuring functionality and printing capability. The next challenge for staff is to get used to the digitised maps instead of using technical 'paper' maps.



## SPECTATOR EXPERIENCE

# A NEW MATCHDAY ADVENTURE

**The Spectator Journey report prepared by the UEFA spectator experience team has laid the foundations for a new era for match-going supporters, starting with UEFA EURO 2020.**

The UEFA Strategy 2019–24 highlights the importance of relationship building with football fans and personalising their experience of the game. Consequently, the first role of the newly formed UEFA spectator experience team within the operations division was to lay the foundations for a new approach with the upcoming continent-wide UEFA EURO 2020 in mind.

The desire to ensure the best possible fan experience for all visitors to the 12 host cities was the catalyst for a 20-month project that the UEFA spectator experience team concluded in April 2019.

Entitled A New Era for Spectator Experience, the project involved research in various areas. It was important, for instance, to study today's event landscape, discerning the appeal of rival events – music and cultural as well as sporting – and the competing attractions of the 'in-home experience'. The team also looked to parallel industries such as retail, transport and healthcare to analyse trends and explore ways to improve service delivery.

It was also necessary to look back on the service at UEFA EURO 2016. To this end, the team delivered a survey programme

focusing on fan operations, which included contacting 100,000 ticket holders who attended the finals in France. There were important lessons to be drawn, such as the high total trip cost that served as a barrier to attendance. The low ratio of spectators from 'new markets' (e.g. female and non-regular match-goers) provided additional food for thought.

The team also surveyed over 1,000 spectators from 15 countries who attended matches at the 2018 FIFA World Cup in Russia. This was another significant step towards identifying the needs of spectators, their behavioural patterns and their preferences when attending big tournaments.

The resulting UEFA Spectator Journey report has driven a spectator-led approach to service design, providing cross-departmental insight and driving several new projects for EURO 2020. Areas targeted have included ICT, marketing, mobility, spectator services, spectator communications and the UEFA festival. Externally, EURO 2020 commercial partners and host cities have also used the report to influence their own service delivery.

One notable example of this new approach

is the EURO 2020 spectator app. Launched during the UEFA Nations League finals in Portugal, the app will use fan data from the ticketing database to deliver a highly personalised experience. It will include a customised home feed, city guides, a journey planner and a daily digest, not to mention innovative features such as spectator heat maps allowing users to locate other fans in real time during EURO 2020.

Finally, the UEFA Spectator Experience project also included developing the UEFA festival concept for EURO 2020. The team identified the need to provide more opportunities for local residents to engage with tournaments, which meant thinking beyond the 90 minutes at the stadium and taking EURO 2020 to the streets of the host city. This research will lead to UEFA festival sites being open on every day of the tournament, increasing the diversity of host city events to broaden their impact and reach. Alongside the fan zone, there will be a football village offering live music and entertainment, a surprise host city spectacular (a tournament-related activation of an iconic host city landmark) and many other EURO 2020 events spread out across the host city.



French supporters at the EURO 2016 opening match against Romania at the Stade de France.

### E-ticketing evolution continues apace

The growing number of fans purchasing mobile tickets for UEFA competitions was nowhere more evident than at the UEFA Nations League finals in Portugal. This method played a significant role at the tournament following strong sales in the short window between the semi-finals and final; a total of 13,000 tickets were distributed in this manner in just over 24 hours, with more than 37,000 tickets eventually being issued for the final between Portugal and the Netherlands, representing 85.16% of total tickets. Similarly impressive numbers were recorded for the two semi-finals.

UEFA first used a mobile ticketing system for the 2018 UEFA Europa League final in Lyon and again for the 2018 UEFA Super Cup in Tallinn. While a total of 15,000 mobile tickets were sold that year, this figure rose to 150,000 in 2019.

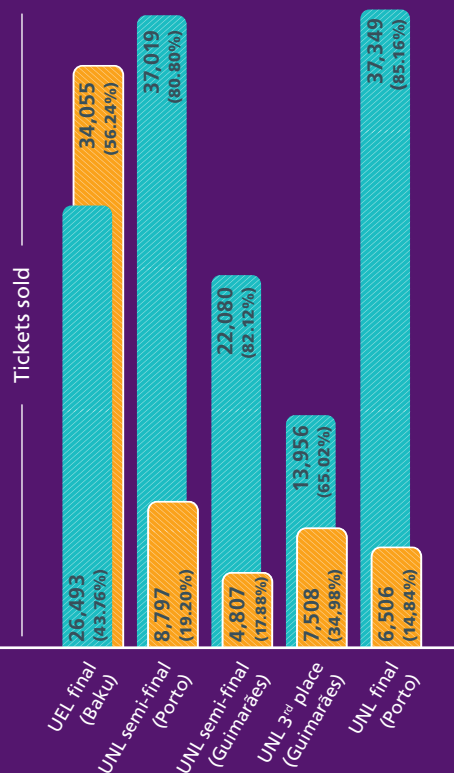
The process of acquiring an e-ticket is straightforward. After placing an order, fans receive an email with an activation code and a link to download the app. Once this is done, they enter the activation code and required details in the app, which activates the mobile ticket. These can be transferred to friends by selecting the 'transfer' option and entering the relevant email address.

At all events, UEFA observed a higher attendance rate among spectators who had bought mobile as opposed to paper tickets. At the UEFA Nations League finals, for instance, an attendance rate of 88% was recorded for mobile ticket holders compared with 67% for paper. UEFA will continue to pursue the digital ticketing route as a pioneer in this field.



### Paper tickets v mobile tickets

● Mobile ● Paper



MARKETING

# GOING GLOBAL

**Partnerships with Chinese brands are extending the worldwide reach of UEFA's competitions, already underlined by the growing popularity of the UEFA Champions League around the world.**

This four-year cycle has witnessed a significant increase in overseas interest in UEFA's national team football programme, particularly in China. By the end of the 2018/19 season, deals with three Chinese brands had either been announced or were pending.

In November 2018, UEFA confirmed an eight-year global partnership with Alipay, the Chinese payment and lifestyle platform, which will include all UEFA national team football competitions from 2018 to 2026. Alipay is at the forefront of the digital payment sector and, in association with its global partners, has unique connections with over 900 million users. The partnership with UEFA will increase the visibility of national team football in China as fans engage with UEFA EURO 2020 in the build-up to the tournament.

In parallel, consumer electronics brand Hisense renewed its partnership with UEFA for a second cycle and will continue its strategic focus on international growth. By the close of the period, an announcement within the smartphone category was also imminent.

Across other product categories, the programme remains as vibrant as ever with Booking.com working to deliver innovative, data-driven activations and automotive giant Volkswagen coming on board as part of its commitment to offering pioneering mobility solutions.

Looking at the major club competitions, the first season of the new UEFA Champions League commercial cycle began with eight official sponsors and one official match ball supplier. UEFA partners promoted the UEFA Champions League brand across more than 100 countries around the world through integrated marketing campaigns. This global

reach was highlighted by the UEFA Champions League trophy tours.

The European leg, sponsored by Nissan, took the UEFA Champions League trophy to football lovers across the continent. Thanks to the global tour in partnership with Heineken, the trophy also made appearances in South Africa, China and the United States, providing photo opportunities and meet-and-greets with UEFA Champions League legends. Fans in China, India and Brazil were also given the chance to engage with the UEFA Champions League through the global fan event series in Shanghai, Mumbai and Rio.

Meanwhile UEFA and Pepsi successfully partnered together for the fourth year in a row to deliver the UEFA Champions League final opening ceremony featuring a live performance by American band Imagine Dragons. This attracted 88 million video views and 381 million impressions across digital, along with strong broadcast exposure. ▶





### A vast reach

The 2018/19 UEFA Champions League final reached 94 million live match viewers and achieved 1.4 billion near-live engagements and video views (including Twitter, Facebook, Instagram, YouTube, VK, Weibo and UEFA platforms) across the week of the final.

The 2018/19 UEFA Europa League final recorded 47 million live match viewers and 107 million near-live engagements and video views, while the final and third-place match of the inaugural UEFA Nations League – produced by UEFA – registered 147 million interactions.

**94 million**

live match viewers



**1.4 billion**

near-live engagements  
and video views

across the week of the 2018/19  
UEFA Champions League final

支付宝

ALIPAY



The Champions League trophy tour arrived in Rio in spectacular fashion.

► What's more, record-breaking numbers attended the Champions Festival sites in Madrid ahead of the UEFA Champions League final, where sponsor-led activations offered visitors a range of attractions and the chance to win prizes such as final tickets.

The new UEFA Europa League cycle involved five official sponsors and one official match ball supplier, with Kia Motors and Molten joining as new partners alongside four returning sponsors. The 2018/19 campaign also featured the first UEFA Europa League trophy tour presented by Kia, which kicked off at the Geneva Motor Show and visited eight different cities across Europe,

collecting football boots for refugees along the way, in partnership with the UEFA Foundation for Children.

With four new sponsors, and six in total, the new 2018/19 national team sponsorship programme was sold out. Chinese fans can now be closer than ever to UEFA competitions through a more comprehensive UEFA digital presence in the country. The newly relaunched UEFA Champions League Weibo account gained nearly four million followers after just six months of operation, with fans also able to engage with the competition through WeChat.

In partnership with Alipay and as the first sports rights holder, UEFA created a LifeStyleAccount (LSA) available to 900 million users on the Alipay app to promote UEFA national team football and UEFA EURO 2020 in China. Fans can follow localised day-to-day news on UEFA national team football and engage in quizzes and other entertainment. Embedded within this LSA is an integrated mini-programme to push the possibility of buying tickets for the finals. Further mini-programmes are also in the pipeline, allowing Chinese fans to discover more about the national team game in Europe.



## Focus switches to new cycle

**As preparations began for the next sales process for UEFA's major club competitions, other competitions recorded impressive revenue rises.**

With the 2018–21 UEFA Champions League and UEFA Europa League sales cycle successfully finalised, preparations began for the sales of media rights for the 2021–24 UEFA Champions League and UEFA Europa League, as well as for the UEFA Europa Conference League and UEFA Youth League. This sales process began in October 2019.

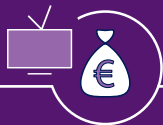
There were noteworthy rises in the media rights revenue from other competitions in 2019 as the 2018/19 UEFA Women's Champions League final achieved a figure of €594,000

– an impressive increase of 52% compared with 2018. For the 2018/19 UEFA Futsal Champions League finals, the media rights revenue was €142,000 – a striking increase of 97%.

Looking ahead to UEFA EURO 2020, media rights sales are set to reach their targets after a year spent focusing on closing deals with smaller, mainly non-European markets (Latin America, Canada, India and Myanmar). At the end of 2018/19, a total of around €1,080m had been agreed in rights sales, with approximately €25–30m estimated to follow from remaining

sales. Deals were agreed in France (FTA rights) and Azerbaijan and Cambodia (all rights), leaving the pay rights in France as well as all rights in Thailand/Laos and the Philippines still to be sold.

For UEFA's national team competitions, revenues remain at approximately €1.9bn. Strategically, the streaming of European Qualifiers via UEFA.tv in (partially) unsold markets (e.g. Turkey, Romania, Japan) is a significant step forward in the development of the platform's DNA as well as UEFA's media rights strategy.



## MEDIA RIGHTS REVENUES



2018/19 UEFA  
Women's  
Champions  
League final

2018

€390,000

2019

€594,000

+52%



2018/19 UEFA  
Futsal  
Champions  
League finals

2018

€72,000

2019

€142,000

+97%

# ALWAYS FOOTBALL. ALWAYS ON.

**UEFA's commitment to innovation extends to the digital landscape, as evidenced by the launch of the UEFA.tv streaming platform – making its competitions more accessible to football fans worldwide.**

'A lways Football. Always On.' So ran the tagline for UEFA's new over-the-top (OTT) streaming platform when it launched in June 2019 ahead of the UEFA European Under-21 Championship final tournament.

## Aims

UEFA.tv is designed as an engaging, free-to-view platform that offers viewers a wide range of content from UEFA competitions. Accessible via a simple registration, its aims are to attract new users, increase fan engagement and further build UEFA's digital fan community.

UEFA.tv features a high-quality design and a seamless, intuitive user experience across web and app. There is also scope for UEFA's 55 member associations to use the platform to increase their global reach and visibility.

A key goal for UEFA.tv is to be recognised as a market-leading OTT streaming platform while also serving as an outlet

# UEFA.tv

to further promote UEFA competitions to the benefit of commercial partners.

## What's on

The platform hosts content from UEFA's digital archive of European football history by reanimating classic matches, profiling iconic players and creating compelling original storytelling.

Another key UEFA.tv objective is to further promote – and provide wider access to –

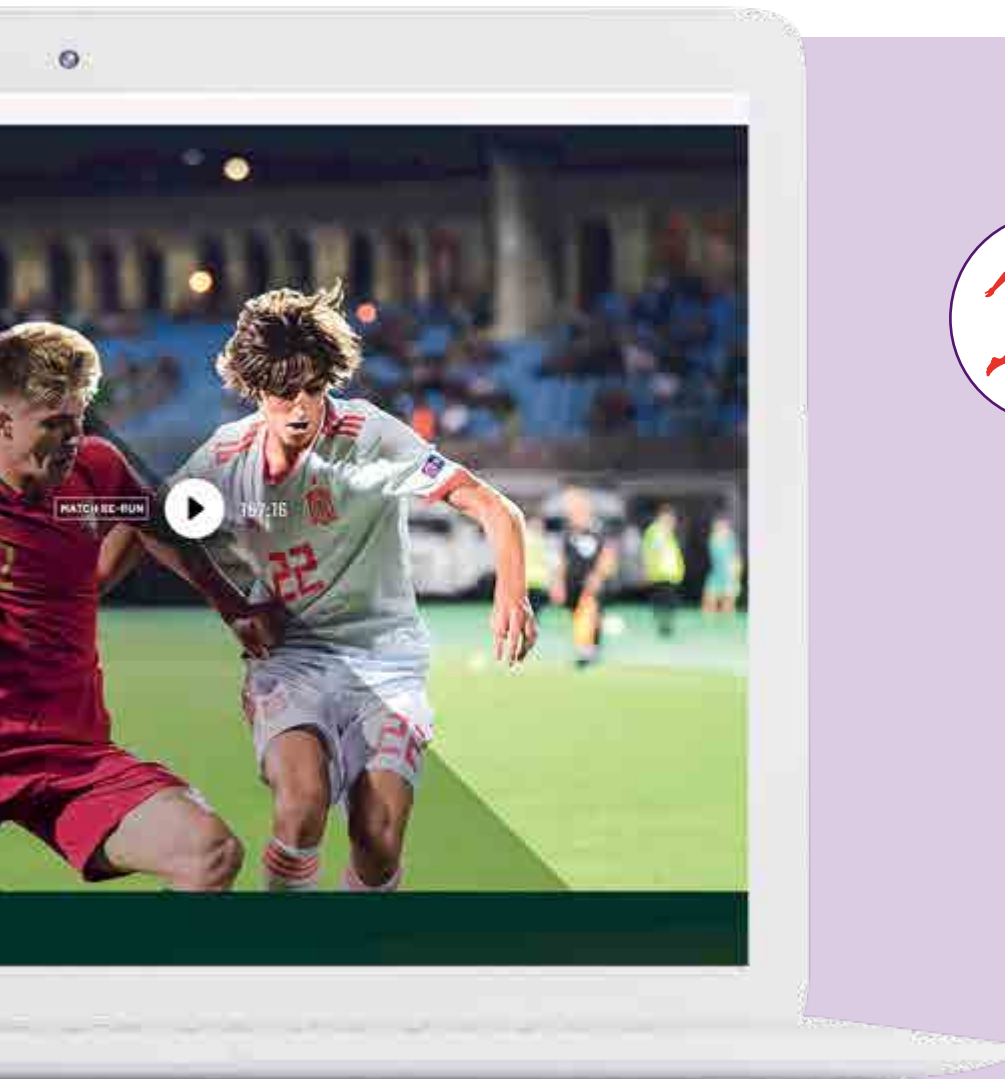
live and on-demand content from UEFA's youth, women's and futsal competitions. UEFA.tv complements the coverage provided by broadcast partners by streaming matches into markets where there is no distribution partner in place, therefore effectively ensuring global coverage and availability of youth, women's and futsal competitions.

When it comes to UEFA's flagship competitions, fans have access to delayed match highlights, magazine show content, archive compilations and much more throughout the club competition and national team football seasons.

## Access

All UEFA.tv content is free-to-view behind registration, with UEFA registered users gaining automatic access to the platform through their existing credentials, while new users simply register for free and log in. The platform is available globally in English on desktop web, as well as iOS and Android smartphones and tablets with casting capability.





### First league partner

The German Bundesliga became the first national league to be represented on UEFA.tv.

UEFA underlined its desire to explore the new opportunities afforded by UEFA.tv by partnering with the German football league (DFL) to show Bundesliga action through its new digital portal.

The European governing body's partnership with the DFL provides for a separate channel on UEFA.tv with videos from the Bundesliga in addition to European competitions. This service was available from launch, and includes Monday highlights of weekend matches and shows such as the Bundesliga Special, aligned especially to the interests of international fans. The Bundesliga content on UEFA.tv is available in major European markets such as Italy, Poland, Russia, Spain, Turkey and the UK, as well as in the Middle East and Africa.

The partnership with the Bundesliga is yet another example of the unity of European football, and clearly demonstrates UEFA's desire to address future opportunities together for the promotion of the game.

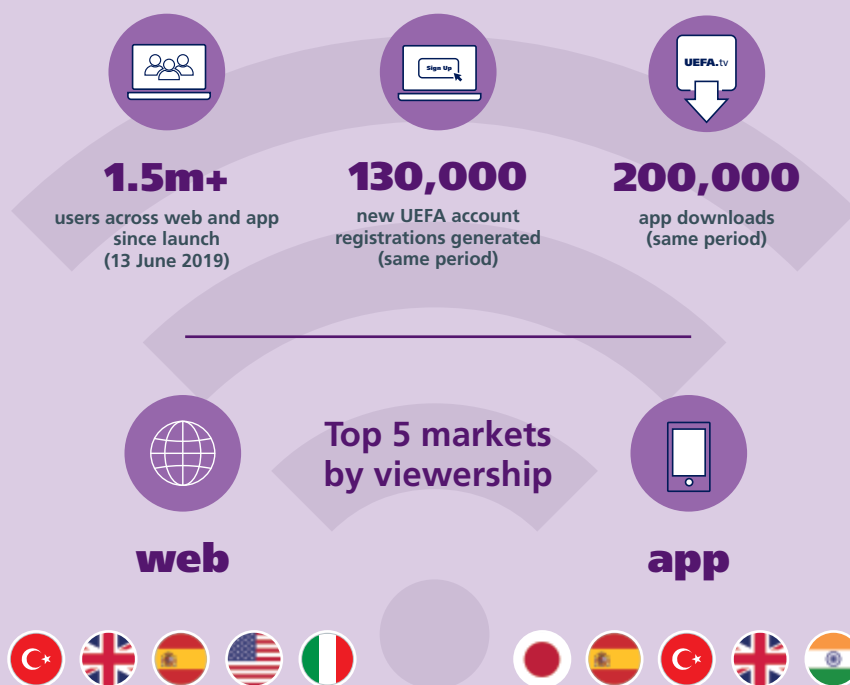


"The DFL is delighted to be the first national league partner in UEFA's new streaming

service, which will allow us to get even more people around the world excited about the Bundesliga in the future."

Christian Seifert,  
DFL CEO

## Making a mark



# THE SEASON IN STATS

| Event  |  UEFA CHAMPIONS LEAGUE |  UEFA EUROPA LEAGUE |  UEFA SUPER CUP TALLINN 2018 |  UEFA WOMEN'S CHAMPIONS LEAGUE |  UEFA FUTSAL CHAMPIONS LEAGUE ALMATY 2019 |  UEFA YOUTH LEAGUE |
|--|---|--|---|--|--|---|
|  Matches played       | <b>125</b><br><i>From group stage on</i>  | <b>205</b><br><i>From group stage on</i>   | <b>1</b>  | <b>61</b>  | <b>4</b>   | <b>167</b>  |
|  Goals scored         | <b>366</b>  | <b>565</b>   | <b>6</b>  | <b>196</b>   | <b>22</b>  | <b>569</b>  |
|  Average attendance   | <b>48 841</b>   | <b>25 100</b>  | <b>12 424</b>   | <b>3262</b>  | <b>9449</b>  | <b>1009</b>   |
|  Cumulative audience | <b>1 106 033 925</b>  | <b>497 668 731</b>   | <b>18 440 132</b>   | <b>2 582 914</b><br><i>Final match</i>   | <b>688 465</b>   | <b>6 580 340</b>  |



|   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|
|  |  |  |  |  |  |  |  |
| 4   | 21  | 15  | 32  | 15  | 15  | 4   | 13  |
| 9   | 78  | 37  | 104   | 49  | 47  | 19  | 32  |
| 31 767  | 10 221  | 3479  | 1483  | 493   | 848   | 1790  | 573   |
| 629 267 214   | 136 397 484   | 6 572 607   | 4 614 480   | 1 928 959   | 931 931   | 1 658 414   | n/a   |



# LENNART JOHANSSON

**UEFA and the world of football lost a great figure when Lennart Johansson, the Swede who was UEFA president for 17 years, from 1990 to 2007, died on 4 June 2019 at the age of 89.**

During Lennart Johansson's presidency of UEFA, the face of the European game changed completely, both in sporting and commercial terms. UEFA itself developed from being a purely administrative body in a suburb of the Swiss capital Berne to a dynamic modern sports organisation based at the House of European Football in Nyon in western Switzerland.

Lennart Johansson was born on 5 November 1929 in Bromma, a suburb of Stockholm. After gaining his initial administrative experience with AIK Solna – a club he always remained close to – he came up through the ranks of the Swedish Football Association, and served as the association's president between 1984 and 1991. Establishing a reputation as a strong, capable leader, he was elected as UEFA's fifth president at the UEFA Congress in Malta in 1990.

While he was at UEFA's helm, the UEFA Champions League was launched at the start of the 1990s and developed into the world's most prestigious club competition. National team football also flourished, with the European Championship final round growing into one of the most popular events in the world sporting calendar, with the number of final tournament participants increasing from eight to 16 during his presidency.

Lennart Johansson was named UEFA honorary president at the UEFA Congress in Düsseldorf in January 2007, and he continued to take a keen interest in the affairs of UEFA and European football, in particular by attending Executive Committee meetings.

His love for football was lifelong. "The game remains unpredictable," he said.

**"He was a devoted lover and servant of football, who put his passion at the heart of his life."**

**Aleksander Čeferin,**  
UEFA President

"Sometimes you cry and sometimes you're happy. These are the things that make it such a great game, and I am so proud to have played a part in supporting the game's success in Europe.

"I know that whatever decisions I've taken, whether people agree with them, I've taken for what I see as the good of football." UEFA's current president, Aleksander Čeferin, paid a warm tribute. "He was a devoted lover and servant of football, who put his passion at the heart of his life," he said. "He will always be remembered as a visionary leader, and as the architect of the UEFA Champions League, and world football will always be grateful to him for all he has achieved for the beautiful game."



# PIERRE DELAUNAY

**Pierre Delaunay, who served as UEFA general secretary between 1956 and 1959 and as general secretary of the French Football Federation, died on 28 January 2019 at the age of 99.**

Born on 9 October 1919, Frenchman Pierre Delaunay was UEFA's second general secretary, serving the European governing body in the early years of its existence, from 1956 to 1959. He succeeded his father, Henri Delaunay, who became UEFA's first general secretary after the organisation was founded on 15 June 1954, and who passed away on 9 November 1955.

Pierre Delaunay, who had previously served as secretary of the French professional league, was considered as the ideal successor to his father. After initially holding the office on an interim basis, he was officially appointed as UEFA general secretary at the 1956 general assembly in Lisbon.

He also succeeded his father as general secretary of the French Football Federation (FFF) and split his time between the two organisations, working from the same office in Paris, as UEFA had yet to acquire its own headquarters. He served under UEFA's first president, Ebbe Schwartz (Denmark), who took office after UEFA's foundation in 1954.

**“Pierre Delaunay's belief in unity and the power of football endures today in the organisation he served.”**

**Theodore Theodoridis,  
UEFA General Secretary**

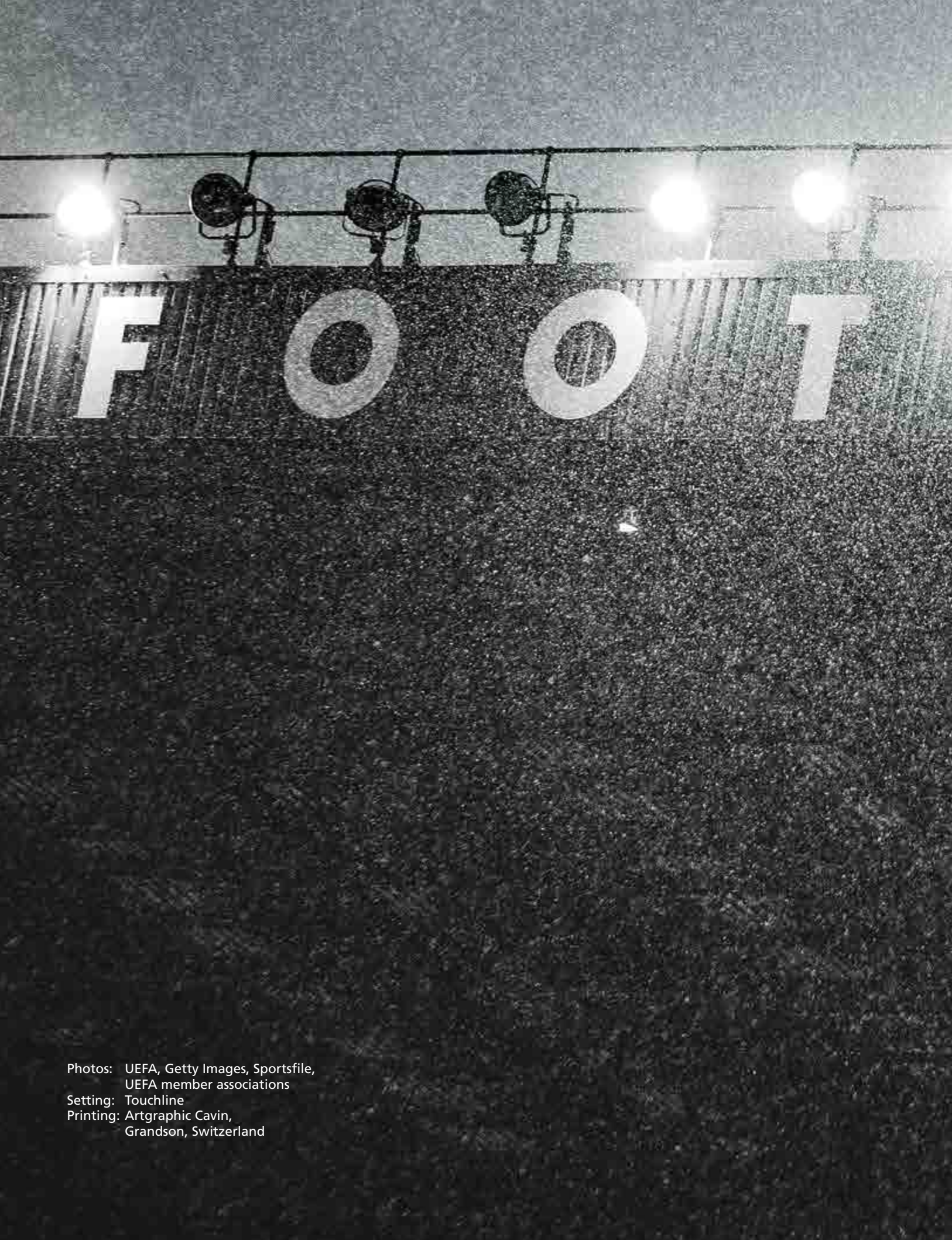
When UEFA moved from Paris to the Swiss capital Berne in 1960, Pierre Delaunay decided to stay in France. He was succeeded as UEFA general secretary by Hans Bangerter (Switzerland). He continued to work at the FFF and attended meetings of the UEFA Executive Committee as a member until 1962. He completed one term of office and remained a member of the European Championship Organising Committee until 1969.

Under his stewardship as general secretary, UEFA continued to take important strides forward in its role as the umbrella body of European football. The European Champion Clubs' Cup, Europe's flagship club competition for the continent's domestic champion clubs, had already been created in April 1955, and a new European competition for senior national representative teams, the European Nations' Cup, later to become the UEFA European Championship, got underway in 1958. Pierre Delaunay was a staunch champion of the initial vision of his father for a European national team competition, and helped bring this vision to fruition.

The current UEFA general secretary, Theodore Theodoridis, said: “Pierre Delaunay's belief in unity and the power of football endures today in the organisation he served.

“He was a key driver in the establishment of what we now know as the UEFA European Championship, which had been the vision of his father. It is fitting that the EURO celebrates its 60th anniversary next year with the biggest celebration of European unity that has ever been staged. It will be a wonderful tribute to all that he stood for.”





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B A L L



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