

# UEFA

ANNUAL REPORT 2020/21



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# As a not-for-profit organisation, UEFA distributes the majority of its income back into the game

**98%**

percentage of UEFA revenue from elite competitions



We generate revenue by organising world-class men's and women's club and national team competitions: EUROs, Champions League, Europa League and Europa Conference League.

**2.3%**

proportion of net revenue spent on governing expenses



We keep our overheads to a minimum to maximise investment in football.

**>200**

European domestic clubs



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

**55**

national football associations



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

**€1.2bn**

football development



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

## How UEFA invests in European football's future

### Running men's and women's competitions

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

### Supporting one of the largest development funds

Profits from the men's EURO fund UEFA's HatTrick programme, providing associations with an average of €195 million each season to invest in football development projects. By 2024, HatTrick will have channelled a cumulative €2.6 billion into European football.

### Developing the game from elite to grassroots football

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

## UEFA'S 2019–24 STRATEGY: OUR PROGRESS

The UEFA Annual Report is an overview of how we are delivering on our 2019–2024 strategy (Together for the Future of Football) and its five-year goal: making football the most played, trusted, competitive, engaging and responsible sport in Europe.

**Playing, Developing, Operating and Governing.** It also looks back at an extraordinary edition of EURO 2020, on and off the pitch, and highlights challenges that need tackling to secure football's long-term sustainability.

This edition assesses our achievements, decisions and data in the 2020/21 season across four areas of the game:

UEFA's strategy is guided by five strategic pillars, each with a distinct set of objectives.



### Football

#### Our objectives

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

#### Progress in 2020/21

- New C Diploma for grassroots football coaches
- Creation of Grassroots Club Development working group



### Trust

#### Our objectives

1. Promote leadership to the national associations
2. Promote good governance and increased transparency
3. Protect football's integrity
4. Develop stakeholder involvement

#### Progress in 2020/21

- Return to Play Protocol: medical and operation guidelines for staging UEFA matches during the pandemic
- Implementation of child safeguarding policy



### Competitiveness

#### Our objectives

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

#### Progress in 2020/21

- Completing UEFA's elite men's and women's competitions through the pandemic
- Allowing national associations to invest up to 30% of HatTrick funding available from 2020 to 2024 (up to €4.3 million each) in activities affected by the pandemic
- Adjustment of financial fair play and club licensing rules in light of the pandemic



### Prosperity

#### Our objectives

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

#### Progress in 2020/21

- Centralisation of commercial and broadcasting rights for 2020–24 cycle of UEFA Women's Champions League
- UEFA eEURO competition



### Responsibility

#### Our objectives

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

#### Progress in 2020/21

- Addition of a fifth Responsibility pillar to UEFA strategy
- Approval of UEFA Football Sustainability Strategy 2030, Strength Through Unity



# ALEKSANDER ČEGERIN

UEFA President

**2020/21 was another challenging year for European football, yet UEFA continued where it had left off the previous season, delivering all our elite competitions safely, including EURO 2020, and even welcoming back fans. Of which achievement are you most proud?**

It was an unforgettable year, both on and off the pitch, so it is difficult to single out our most significant success. However, among the many impressive results detailed in this report, one statistic does stand out – the almost 1,400 club and national team matches that UEFA safely staged across the continent amid a global pandemic. It added up to seven new club and national team champions, culminating with Italy's victory at a thrilling EURO 2020.

After waiting 12 long months, the European Championship final tournament came at the right time to give joy to fans across the planet as well as hope that this terrible pandemic will soon be behind us. Just as vaccines started to offer light at the end of the tunnel, UEFA's success in delivering one of the world's most significant sporting events led the way in showing society could return to something like normality.

None of this would have been possible without the support of the European football community. I want to express UEFA's gratitude to national associations, domestic leagues, players, fans, clubs, coaches, match officials, partners and the media. Together, European football stood up to numerous challenges while showing unity, respect and devotion to the game we all love. And, once again, football came out of it stronger than ever.

I cannot pick just one moment, but two of them will forever remain embedded in my memory. One is Christian Eriksen's collapse during Denmark's EURO 2020 match with Finland in Copenhagen. We all lived moments of disbelief, fear and despair, followed by delight and gratitude for the positive outcome. His team-mates' reaction was heroic, as was that of the medical team who saved his life. It was one of those moments that put everything into perspective. I am delighted that Christian is fully recovered and continues to play football at the highest level.

The second moment is the powerful revolt by football fans across Europe against the greed-driven so-called 'super league' project. Football belongs

to players and fans, and their heartfelt reactions quickly spread from the streets and stadiums across the entire world of football. Within minutes, the ill-constructed house of cards started to collapse.

**Both the proposal for a 'super league' and, subsequently, for a biennial World Cup were driven more by profit than responsibility for the game's future. What lesson have you taken from these experiences?**

The French philosopher Albert Camus famously said in 1957: "After many years in which the world has afforded me many experiences, what I know most surely in the long run about morality and obligations, I owe to football."

It makes me very sad that people who have worked in football for a lifetime and are supposed to understand sport and business better than anyone else failed to remember Camus' lesson. With their selfish ideas, they were prepared to ruin the game.

Advocates for a 'super league' defy credibility. The three clubs that persist in trying to resurrect this failed project were the first to register for the 2021/22 men's Champions League. It speaks volumes about their commitment and belief in the concept. It's also telling that they launched the original idea amid a pandemic and then tried to revive it while a war was raging in Europe. Even if common sense is not enough, they cannot ignore the united front of footballing authorities, governments, the European Union, and above all, fans.

Staging a World Cup every two years is complete nonsense. It is hard to believe that any football organisation would suggest that players, who already bear too heavy a load, should participate in a month-long tournament every summer. It is not hard to imagine how such a scenario would suffocate the growth of women's football and possibly many other sports. Both Europe and South America, two continents that account for every world champion, have made clear their refusal to participate, so the

question remains if such a tournament would indeed be a World Cup.

**The 'super league' runs contrary to key premises of the European sports model: that clubs are promoted or relegated on sporting merit and revenue from professional competitions goes back into the game. How does UEFA's mission embody the model's principles?**

Few competitions demonstrate our commitment to the European sports model more than the men's EURO. Every four years, we channel a large proportion of the tournament's revenue into development projects across the continent through the UEFA HatTrick programme. That means €775.5 million in EURO 2020 revenue will benefit all levels of the footballing pyramid by 2024 – from educating male and female coaches to nurturing talented young players, building football infrastructure and helping clubs recover from the pandemic's financial hit.

Many people still do not realise that UEFA distributes almost all the revenue generated by competitions like the EURO and the Champions League back into the game – from professional clubs and national teams to grassroots development across Europe. Purpose above profit, as I always say.

**The season saw UEFA complete preparations for the launch of new club competition cycles for both men's and women's football. How will each contribute to strengthening the game's future?**

The UEFA Europa Conference League, whose qualifying rounds kicked off at the end of the 2020/21 season, is destined to make our men's club competitions more open while offering clubs from all our member associations enduring representation in UEFA club competitions. For example, I was especially pleased to see NŠ Mura, champions of my home nation, Slovenia, compete on the European stage and secure their financial future by qualifying for the group stage. It gave them the chance to compete on a par with some of Europe's most illustrious clubs.

Our revamp of the Women's Champions League for the 2021–25 competition cycle has already gone a long way towards securing the sustainability of the women's game. Centralising commercial and media rights has generated a fourfold increase in revenue, paving the way for a groundbreaking financial distribution model. Moreover, with Women's EURO 2022 set to break attendance records and boost participation rates across the continent, UEFA is well on track to achieving a key goal of our women's football strategy: doubling the combined value of the Women's Champions League and EURO.

**What steps has UEFA taken to ensure that European football plays a stronger role in addressing global issues?**

At a time of profound global challenges, each sport's governing body must ask themselves: what is our role and value relative to wider civil society? At our 2021 Congress, a new pillar called Responsibility was added to UEFA's five-year strategy, alongside Football, Trust, Competitiveness and Prosperity. The decision underlined both our commitment to making football more accountable and our determination to tackle complex human rights and environmental issues.

I am convinced that if football comes together and combines its power to drive sustainable change, it will have a tangible and long-lasting positive impact. About 90 million people play football in Europe, making our community one of the world's most potent and united networks. As UEFA, it is our job to set a good example that inspires and mobilises everyone who loves the game.

As always, collaboration with our member associations will remain the cornerstone of our work, complemented by the expertise of international organisations. We know that success will only come if we collaborate closely and consistently. Only in unity can we find the strength needed to unlock football's unique power and inspire millions of others to drive positive, sustainable change.



## RIGHT COMPETITION, RIGHT PLACE, RIGHT TIME

With a groundbreaking, pan-European format that bridged the continent, the 60th-anniversary edition of UEFA's European Championship was always destined to push boundaries. However, no one could have imagined just how far EURO 2020's impact would stretch. It may have kicked off one year late but, for football and wider society, EURO 2020 was the right competition, in the right place, at the right time.

### **On the pitch**

The competition was one of the most entertaining EUROS in memory, bringing comfort and joy to millions of people still recovering from the global pandemic.

### **Around the pitch**

EURO 2020 demonstrated that international sports competitions could still take place safely amid tight travel and health restrictions.

### **Beyond the pitch**

By channelling a large proportion of its revenue back into the game's development, EURO 2020 underlined the benefits of the European sports model, both for football and society.

### **Reaching everyone**

The sights and sounds of football fans supporting their teams inside stadiums sent a strong message to society: if we respect each other and take the right precautions, then we can return to something like normality – in football and in life.





UEFA EURO 2020



ON THE PITCH

# More than a game

The 60th-anniversary edition of the EURO was one of its most memorable. We discuss three areas of technical expertise – tactical, refereeing and medical – that, in very different but important ways, contributed to an inspirational tournament.

## TECHNICAL MATTERS

### Making sense of the spectacle



**Maxwell Scherrer**, UEFA's chief of football development, analyses the tactical trends that produced such an entertaining EURO.

#### Why were there so many exciting matches at EURO 2020?

Many of the teams showed great tactical flexibility from game to game and within individual matches. The result was a fascinating tournament of great diversity – and many more goals than the 108 we had seen at the first 24-team tournament in 2016. The total increased by more than 30%.

#### What did you enjoy most about EURO 2020?

On the final day of the group stage, there was only one meaningless fixture. In fact, in the so-called 'group of death', France, Germany, Portugal and Hungary shuffled up and down the Group F standings during the 90 minutes of play. When the tournament advanced into its knockout phase, eight ties were

extended into extra time and four of them required a penalty shoot-out to determine the winners.

#### What tactical trends caught the attention of UEFA's technical observers?

Team structures showed a clear trend away from the previous final tournament in France, where 1-4-2-3-1 had been the favourite formation. During EURO 2020, 14 teams fielded, at some stage, three centre-backs. With more coaches opting for a front line of three along with attack-minded wing-backs, many teams had enough players in advanced areas for collective high pressing. Others preferred rapid transitions into deeper defensive blocks that gave them more space for fast counterattacking.



## Technical report

[uefatechnicalreports.com](http://uefatechnicalreports.com)



# 16

Led by **Fabio Capello**, 16 technical observers compiled the official EURO 2020 technical report, charting tactical and technical trends. The team included **Corinne Diacre**, the first female technical observer to cover a men's EURO final tournament

# 14

Number of teams which fielded three centre-backs at some stage during the tournament

Total goals		Average per match	
2020   2016	<b>108</b>	2020   2016	<b>2.12</b>
2020   2016	<b>142</b>	2020   2016	<b>2.78</b>
Yellow cards		Average per match	
2020   2016	<b>205</b>	2020   2016	<b>4.02</b>
2020   2016	<b>152</b>	2020   2016	<b>2.98</b>





ON THE PITCH

REFEREEING

# Helping the action flow



**Roberto Rosetti**, UEFA's chief refereeing officer, reflects on a tournament in which the '25th team' – the referees – earned praise for allowing matches to flow and ensuring the smooth introduction of video assistant referee (VAR) technology for the first time at a EURO.

**How would you sum up the performance of the referees at EURO 2020?**

Extremely successful. The referees were always in control and produced a very high level of accuracy in their decision-making. They were professional in everything they did and we're very proud of them. We saw more positive comments about referees than ever before.

**What was the key to getting the application of VAR right?**

The key was minimum interference for maximum benefit. I believe Europe has the best VARs in the world. The 18 VAR corrections at the EURO were all 100% right, which shows the quality of the work that the VAR teams did.

**What did you look for when appointing match officials for EURO 2020?**

We looked for strong referees with excellent human qualities. The players and coaches immediately understood these qualities. We saw there were fewer yellow cards for dissent, for example.

**How did you view Anthony Taylor's handling of the group stage match between Denmark and Finland in which Christian Eriksen received emergency medical treatment?**

I think everyone recognised that Anthony managed this difficult moment perfectly. We are proud of him for his conduct and his calmness. We recommended that referees should be alert to this kind of situation, and that safety should always come first.



**19**

Total number of refereeing teams

**276**

Total number of incidents checked by VAR, with **18** corrections (one every **2.83** games)

**1**

**Stéphanie Frappart** and **Fernando Rapallini** became the first woman and first South American match official respectively to be selected for a men's EURO final tournament



MEDICAL

# Saving a footballer's life



When Denmark's Christian Eriksen suffered an on-pitch cardiac arrest, the chief medical officer at the Copenhagen stadium, **Mogens Kreutzfeldt**, and his team of skilled medics took life-saving action. The near-tragedy united football in wishing Eriksen a full recovery.

**You and your colleagues used CPR (cardiopulmonary resuscitation) and a defibrillator to save Christian before he was taken to hospital.**

**How do you remember that moment?**

We rushed to the field to help and to do our job. We did what we should, what we were taught, what we were trained to do. Everybody knew their role, everybody knew what to do. We weren't emotional at the scene. Afterwards we were, of course, like everybody. We're very happy and proud of the outcome.

**The 2021 UEFA President's Award recognised the life-saving actions of your medical team as well as the role of Denmark captain Simon Kjær.**

Simon's response to the situation was admirable. He was one of the first to reach Christian when he collapsed. He put him in the recovery position, started the initial CPR procedure, led the Danish players in forming a protective ring around their team-mate while

he was being given urgent medical attention, and comforted Christian's partner.

**How did UEFA's medical framework for EURO 2020 help avert a tragedy?**

UEFA medical regulations stipulate minimum medical requirements for players, team officials, the referee team and match officers. They cover the provision of detailed pitchside emergency equipment, the presence of an advanced life support (ALS) ambulance and a pitch-side emergency doctor and stretcher crew. Both must hold a valid ALS qualification recognised in their country of employment. For each EURO, players must undergo the highest level of medical examination. This includes special cardiological examinations based on guidelines drawn up by the European Society of Cardiology, as well as neurological baseline screening of brain functions to further improve the assessment of potential head injuries and concussions. Unfortunately, not everything can be detected.



AROUND THE PITCH

# The team behind every match

Staging the biggest international sporting event since the start of the pandemic required an unprecedented level of teamwork. UEFA deployed an average 323 staff to each of the EURO's 11 stadiums. We go behind-the-scenes to profile a variety of roles required to deliver each EURO 2020 match.

## Venue managers

UEFA's venue managers were the central coordination point for planning and delivery, liaising closely with local authorities and stadium personnel. Changing local health restrictions meant they had to incorporate COVID safety measures into their operations only two months before kick-off. To support UEFA's preparations, over **6300** maps and plans were produced.



## Doping control officers

Doping control officers ensured that players from both teams were properly tested after each match for prohibited substances. In total, UEFA deployed **25** DCOs across the 51 matches, collecting a total of **451** samples.



## Accessibility for all

As part of its commitment to providing proper access and services for all fans, UEFA reserved a total of **6442** tickets for disabled supporters, each with a companion seat. In addition, audio-descriptive commentary allowed blind and partially-sighted fans to follow the action in multiple languages via FM radio frequencies or headsets provided onsite.



## Volunteers

Over **10,750** volunteers, representing **113** nationalities, supported UEFA and the host associations by providing valuable on-the-ground assistance. Among the projects with the highest number of volunteers were mobility, ticketing, ceremonies, accreditation services and media operations.



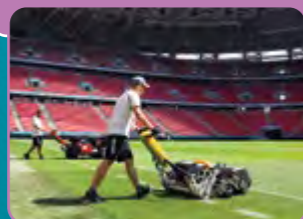
## Return to Play task force

UEFA was responsible for protecting everyone present in the stadiums, from players to fans, by setting clear COVID mitigation protocols on hygiene measures and social distancing. These meant deploying **23,600** litres of hand sanitiser, **3220** plexiglass dividers and **36km** of barriers to guide queues and people flows.



## Pitch experts

Expert pitch consultants worked alongside stadium groundskeepers to meet UEFA's quality standards in all **11** venues. Pitch experts used Newton metres to calculate surface traction, gravities to monitor surface hardness and millimetres to measure to grass height and the diameters of the penalty and centre circle spots.



## Media operations

Despite the reduction in media capacities, UEFA ensured that the **1560** accredited press and photographers benefitted from high-quality stadium facilities and pre- and post-match access to the 24 teams via remote solutions. Meanwhile, the online Media Channel provided the world's media with over **5000** items of video, photo and news content.



## Host broadcasting

UEFA's host broadcasting operation provided live signals and editorial content services to **137** broadcast partners in **229** territories worldwide. In total, we produced over **3500** hours of content, including match coverage from the **35** live cameras in each stadium, as well as interviews and other footage from our camera crews filming teams and host cities.



## Ticketing services

UEFA handled the sale and distribution of tickets for all 51 matches. With constantly shifting stadium capacities, and a change of venue in April, a process that usually takes months had to be completed in weeks. Using the official EURO 2020 app, a total of **860,000** spectators downloaded **60%** of available tickets in just **60** minutes.



## Host cities

The 11 host cities were instrumental in delivering projects outside the stadiums, such as mobility and services for travelling fans. In addition, the fanzones in Budapest, Copenhagen, Glasgow, London, Rome and St. Petersburg gave over **800,000** supporters the chance to enjoy the atmosphere and action of EURO 2020 in iconic locations.



(c) The Stadium Consultancy / JSK



BEYOND THE PITCH

# Solidarity at the heart of the European sports model

Staged shortly after the ill-fated, so-called ‘super league’ proposal, EURO 2020 provided a timely reminder of the importance of the European sports model – both in securing a sustainable future for the game and driving wider, positive change across society.

The European sports model forms the foundations on which most of our continent’s sports institutions, organisations and governing bodies are built. Its pyramid structure works on the premise that revenue generated at the top by professional competition is reinvested into developing football at all levels – from elite clubs to grassroots activities. It also recognises the sport’s important

contribution to society beyond the pitch, whether through education, innovation, sustainability or breaking down barriers.

Few competitions embody UEFA’s commitment to the European sports model more than the EURO – and EURO 2020 was no exception.



## Reinvesting EURO revenue to develop football

The European Championship has funded more than 1,000 football projects across the continent thanks to UEFA’s HatTrick development programme. Set up in 2004, HatTrick will have reinvested a cumulative €2.6 billion of EURO income into the game by 2024, making it one of the largest solidarity initiatives in sport.

From 2020 to 2024, the programme will channel €775.5 million in EURO 2020 revenue to UEFA’s 55 member associations for investment at all levels of the footballing pyramid: from building new training

grounds for national teams and running coach and referee courses to growing grassroots football and kick-starting social responsibility projects. Before the tournament kicked off, EURO 2020 had already helped many associations survive the financial impact of the pandemic. In April 2020, UEFA extraordinarily allowed associations to invest up to a third of total HatTrick funds available during the 2020–24 period (equivalent to €4.3 million each) to protect their national game (see page 49).

## Making football accountable for its environmental impact

As one of the most environmentally friendly tournaments ever, EURO 2020 demonstrated UEFA’s commitment to making the European game more accountable for its carbon footprint.

With studies showing that travel accounts for up to 80% of football’s emissions, we implemented compensation schemes with our sustainability partners Southpole and Quantis, offsetting 425,000 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). In addition, an estimated 80% of EURO fans took up host city offers of free public transport and access to smart mobility to reach stadiums without increasing air pollution. Together, these initiatives ensured that EURO 2020 remained carbon neutral.



## Ensuring football is accessible for everyone

UEFA worked with its partners at the Centre for Access to Football in Europe (CAFE), Colour Blind Awareness (CBA) and Healthy Stadia to ensure that, once spectators could safely return to stadiums, football fans with disabilities could also enjoy the biggest football tournament in Europe. UEFA and CAFE emphasised the need for host cities to allocate sufficient

wheelchair space with good sightlines of the pitch and to create safe, clearly marked pathways for all spectators to reach their seats. All EURO signage was colour-blind friendly, while CAFE and the CBA also made recommendations for improving accessibility on local transport networks. Blind supporters had access to audio-descriptive commentary services, either

in the host language or in English. Together with Healthy Stadia, UEFA recommended that each EURO stadium adopt a no-smoking policy as well as offer free tap water and a healthier range of food and drink options. To check stadiums complied with all accessibility measures, CAFE deployed monitors at all EURO stadiums.

## Raising awareness of human rights issues

EURO 2020’s anti-discrimination campaign, Sign for an Equal Game, highlighted football’s capacity for uniting millions of fans around the world to raise awareness of critical social issues.

Almost 3.5 million members of the global football community, including footballers Matthijs de Ligt, João Félix, Pernille Harder, Moise Kean, Paul Pogba and Jadon Sancho, shared a digital signature card on social media expressing their opposition to any form of discrimination in the game. It was a high-profile and positive affirmation of UEFA’s vision that everyone should be able to enjoy football regardless of who they are, where they are from or how they play the game. We demonstrated our commitment to honouring these principles in the run-up to the EURO, when the Azerbaijani authorities questioned several journalists’ requests to cover the tournament. Thanks to UEFA’s intervention, each of these reporters received EURO 2020 accreditation.



## Using football to help children

The UEFA Foundation for Children used EURO 2020 to bring joy into the lives of youngsters in the host cities while also raising awareness of issues faced by children around the world. The foundation’s Programme of Smiles gave hundreds of disadvantaged and disabled children in Copenhagen and St Petersburg the chance to attend group stage games.

The Football for Employment project, supported by FedEx, helped teenagers gain work experience, improve their skills and find a job through professional training and personal development programmes. FedEx also played a role in the Second Life project, helping redistribute items from the EURO to over 60 different organisations, clubs and schools. Other projects reached out to supporters in fan zones, such as 2020 Football for Unity Festivals which, supported by the European Commission’s

Asylum, Migration and Integration Fund, used football to help integrate young children into new communities. Youthorama’s A Ball For All programme,

staged in the Budapest fan zone, aimed to send blind football match balls to visually impaired children in primary schools around the world.





# Fan fare

The triumphant return of supporters to stadiums and fan zones ensured UEFA fulfilled its vision of a truly pan-European celebration of the EURO's 60th anniversary. For football and wider society, it signalled the start of a return to normality.

Hours after celebrating Scotland's goalless draw with England late into the night, there they were. The Tartan Army – Scotland's loyal fanbase – some wearing kilts, some with flags tied around their necks, but all assisting the morning clean-up operation in Leicester Square.

About 20,000 had made the trip south of the border, chanting "No Scotland, no party" on the streets of London, but every party requires someone to tidy up afterwards. The Scottish supporters were more than happy to take the initiative.



- 5.2bn**  
Live cumulative event audience
- 328m**  
Live average audience for the final
- 1.9bn**  
Live unique reach
- 100m+**  
Average live match audience

It was a delightful example of what makes football fandom so special at national team competitions. The vital role played by supporters lay at the heart of our original concept for EURO 2020 – staging the event in multiple European countries to give more supporters a chance to savour the atmosphere first-hand.

### Tough call

Despite the pandemic, UEFA never abandoned its vision. On the contrary, as the global health emergency laid bare the reality of football without fans, our efforts to show spectators could still watch matches intensified. From the start of 2021, UEFA worked closely with governments, health authorities and local organising bodies to ensure fans could safely attend matches at EURO 2020. When neither Dublin nor Bilbao were able to ensure a safe environment for crowds at their stadiums, both were

removed from the list of host venues – a tough call to make, but one that retained fans as a priority.

Even though the Puskás Aréna in Budapest was the only stadium operating at full capacity, our commitment to maximising fan presence within limits set by local authorities translated into agreements to gradually increase the number of spectators attending other grounds. Nowhere was that more visible – or audible – than at Wembley, where 67,173 attended the final, after 18,497 had watched England's opener against Croatia.

Despite these successful efforts to limit attendance inside grounds, neither UEFA nor local authorities could prevent large crowds gathering outside a few stadiums.





**Return to normality**

For many fans, the EURO represented the start of a return to normality – especially in Italy, which had been hit particularly hard by the pandemic. As one Azzurri supporter in the Rome fan zone explained after the final, “We stayed at home a lot because of COVID. Just to be here in a crowd to watch the game is like a miracle for everyone.” Watching the national team play at the Stadio Olimpico in Rome was a chance to revel in a bit of nostalgia. Notti Magiche, the song of Italia '90, became an unofficial anthem for the EURO winners as emotional rendition after rendition filled the cavernous stadium.

The importance of fans to football was never more apparent than at the group match between Denmark and Finland in Copenhagen. The on-pitch cardiac arrest suffered by Christian Eriksen shocked and affected football lovers everywhere. During the Danish side’s next match against Belgium, both sets of spectators took part in a minute’s applause for the playmaker, illustrating once again what fans brought to the competition and the game.



**Putting health and safety first**

EURO 2020’s medical advisor, **Dr Daniel Koch**, explains how UEFA made EURO 2020 as safe as possible for supporters.



When Dr Daniel Koch, former head of communicable diseases at Switzerland’s health ministry, took up the role of medical advisor to UEFA EURO 2020 in January 2021, his brief was short but clear – minimise the risks of infection for everyone involved in the tournament, including fans.

“The biggest challenge was to start early enough, in the middle of winter, discussing with all the authorities and convincing them that at least we have to start planning and make it possible to have the return of spectators,” recalls Dr Koch.

At the time, it was still uncertain if the tournament would go ahead, let alone permit fans into stadiums. With national infection rates and vaccination programmes varying across Europe, final decisions were only taken in April. “The main problem was really the different attitudes of the different countries and authorities, from ‘We don’t want anything,’ to ‘We really want everything open,’” says Dr Koch.

Ultimately the notion of staging the EURO in multiple countries held sway, even if across 11 venues rather than 12 as initially planned. The final decision rested with each host nation and its assessment of several criteria: the status of the local vaccination roll-out, plans for reopening the economy and a projected slowdown of the virus due to warmer temperatures.

“I was convinced that it would be possible to have spectators in the stadiums and, in the end, that was right,” says Dr Koch. “As is the case with these epidemics, there are waves that go up and go down. It was really clear at the beginning of summer that it must be possible to bring a little bit of normal life back for people.”

Local health regulations provided the primary reference point for ensuring supporter safety at each stadium, including attendance limits. These were supplemented by UEFA’s own Minimum Health & Hygiene Requirements, part of its Return to Play Protocol which established procedures and best practice for European football matches to be contested safely (see pages 62-63).

“I was always convinced that we would succeed,” says Dr Koch. “But there were times when it wasn’t so clear what the final outcome would be, especially when discussions started about whether it would be reasonable to have all these people moving around for the tournament, or if it would be better to have it all in one place. There was a little bit of pride that everything went well.”



EURO 2020 partners





# PLAYING THE GAME

## 2020/21 at a glance

- Despite constantly changing health and travel regulations, UEFA safely delivered 98% of scheduled matches to conclude all club and national team competitions on time.
- After EURO 2020's 12-month wait, Italy claimed their second European Championship title, defeating England at Wembley Stadium after a penalty shoot-out. A memorable tournament was packed with high-scoring matches, last-minute drama and spectators back in the stadium at long last.
- Germany secured a third European Under-21 Championship victory, emerging triumphant from a two-stage final tournament hosted jointly by Hungary and Slovenia.
- Chelsea's men won an all-English Champions League final, but their women's team fell one short of a rare club double, losing to Barcelona in the Women's Champions League showdown.
- UEFA named FC Bayern München's Robert Lewandowski and VfL Wolfsburg's Pernille Harder as its men's and women's players of the year for 2019/20.

# EUROPEAN FOOTBALL'S GREATEST COMEBACK

Sporting history is filled with successful comebacks that linger long in the memory of fans and players. After a season in which the outbreak of the pandemic had forced UEFA to postpone EURO 2020 and condense its club competitions into four final-eight tournaments in four weeks, in 2020/21, European football delivered one of its greatest recoveries.

Despite the need to adhere to constantly shifting health regulations, UEFA safely staged almost 1,400 club and national team matches across the season – testimony to the flexibility of clubs, match officials and organisers in adapting to travel restrictions and, in some cases, revised formats. For example, to accommodate the season's late kick-off, we successfully switched qualifying rounds for the men's and women's UEFA Champions Leagues and the Europa League to one-off knockout games.

By the end of the season, just 21 fixtures had been cancelled due to the pandemic. Moreover, all our scheduled competitions finished on time, from the UEFA Super Cup in Budapest in September 2020 to Italy's EURO 2020 triumph at Wembley Stadium in July 2021. The 11-month journey took in the men's and women's Champions League, the Europa League, the European Under-21 Championship and, exceptionally, two Futsal Championship finals.

Almost **1,400** club and national team matches safely staged across the season

Just **21** fixtures cancelled due to the pandemic



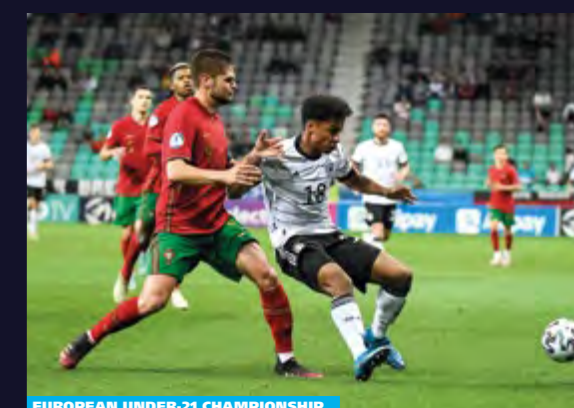
This achievement owed much to our Return to Play Protocol and the collaboration of national associations, leagues and clubs across Europe. Tried and tested in August 2020 for the previous season's final-eight tournaments, the protocol established the operational and medical guidelines for safely staging football matches, including the vital administration of COVID-19 tests. UEFA adjusted the protocol throughout the season to address new challenges, such as staging futsal competitions in indoor arenas. It was also decisive in our decision to cancel UEFA youth competitions.

While strict adherence to the protocol and an effective testing system minimised match cancellations and positive COVID tests, UEFA could not have implemented last-minute changes to several tournaments and venues without the support of the European

football community. These included EURO 2020, the men's Champions League final, and the Futsal Champions League final.

The tireless work of both UEFA and its member associations was also decisive in facilitating the gradual return of fans to stadiums. Lessons learnt from the Super Cup in Budapest paved the way for a greater number of spectators to attend the UEFA Champions League final and EURO 2020.

By the end of the season, UEFA had made such great strides towards overcoming the backlog of matches from 2020/21 that we had restored some sense of normality to the European football calendar. It meant our new 2021–24 club competition cycle kicked off as planned in June, heralding the start of the brand-new UEFA Europa Conference League.



# FINALMENTE!

Italy's EURO 2020 triumph – achieved against the odds after conceding the quickest ever goal in a European Championship final – provided a fitting conclusion to a season in which all our national team competitions overcame unprecedented logistical challenges to get back on schedule.



## UEFA EURO 2020

11 June – 11 July 2021

Winners: Italy

Host cities: Amsterdam, Baku, Bucharest, Budapest, Copenhagen, Glasgow, London, Munich, Rome, Seville and St. Petersburg

Despite the longest ever gap between two European Championships, EURO 2020 was worth the wait. The delayed tournament will live long in the memory of players and fans alike, both for its entertaining, high-scoring matches and the sight of stadiums filled with so many fans. As documented earlier (see pages 10-23), the EURO's unique format, bridging 11 host cities and countries, also helped bring Europeans together again following a prolonged period of isolation.

After impressive group stage and knockout round performances, the competition's two strongest sides, England and Italy, were deserved finalists. With the Three Lions playing at Wembley, where they had won the FIFA World Cup in 1966, football history looked like repeating itself when Luke Shaw struck a third-minute opener – the quickest ever goal in a EURO final. Guided by their impressive coach Roberto Mancini, however, the Azzurri gradually worked their way back into the match to wrest control of midfield. Just after the hour mark, Leonardo Bonucci claimed a deserved equaliser that pushed the final into extra time.

When the additional 30 minutes finished goalless, the stage was set for Italian goalkeeper Gianluigi Donnaruma to break English hearts with a virtuoso performance in the penalty shoot-out. UEFA's player of the tournament saved two spot kicks to secure a second EURO crown for the Azzurri.



## UEFA Nations League

By condensing the national team competition calendar – turning double-headers into triple-headers – we were able to successfully make up the backlog of EURO play-off matches caused by the previous season’s pause in play without affecting the Nations League. The group stage matches, completed between September and November 2020, set up a mouth-watering final four tournament: Belgium, France, Spain and hosts Italy all qualified for the Nations League finals, set to take place in Milan and Turin in October 2021 rather than June as originally scheduled.

The competition’s innovative structure, revised in 2019, is already a European football success story. In the group stages, teams of similar ranking compete in Leagues B, C and D to win promotion or escape relegation, while the top sides, in League A, aspire to qualify for the final four and lift a prestigious trophy. By making every game count, the Nations League has reduced the number of meaningless international friendlies and provided greater competitiveness. For example, Armenia, Gibraltar and Luxembourg are among several associations whose national teams have raised their game to climb the competition’s ladder in its first two editions.

UEFA also announced that the draw to decide the 2022/23 Nations League groups would take place in December 2021, ready to kick off in June 2022 with an unprecedented quadruple-header. The league phase will conclude in September 2022, followed by the finals in June 2023 and relegation play-outs in March 2024.



1



2



3



4



5

- 1 Italy’s Moise Kean takes on Jasper Cillessen and Virgil van Dijk of the Netherlands.
- 2 Ferran Torres put three goals past Manuel Neuer in Spain’s 6-0 thrashing of Germany.
- 3 Northern Ireland’s Jamal Lewis tries to escape Romania’s Vasile Mogoş in their teams’ 1-1 draw in Belfast.
- 4 Daniel James, in action against Finland, helped Wales secure promotion to League A.
- 5 Slovenia remained unbeaten in League C.

## 2022 FIFA World Cup

With the support of all stakeholders, UEFA kick-started the European Qualifiers for the 2022 FIFA World Cup in Qatar with a triple-header of fixtures in March 2021. Group stage qualifying would be completed in November 2021, with ten group winners advancing to the final tournament and the remaining three spots determined in the March 2022 play-offs.



Raheem Sterling helped England to book their ticket for the World Cup.

## UEFA Women’s EURO 2022

By the end of the reporting period, everything was in place for Women’s EURO 2022 in England to

set new standards for European women’s sports events.

On the field, UEFA successfully completed the qualifying group stage in February 2021. Nine group winners, together with the three best-performing runners-up, secured their places in the final tournament, alongside the hosts. They were joined two months later by a trio of play-off winners, including tournament debutants Northern Ireland.

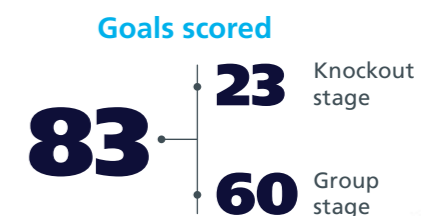
Off the field, several UEFA decisions are expected to help double the reach and value of the Women’s EURO – a key goal of our 2019–24 women’s football strategy, *Time for Action* (see pages 44-47 for more details). The postponement of the competition by 12 months to avoid a clash with the delayed EURO 2020 and Summer Olympics will ensure greater coverage and prominence in the sporting calendar. In addition, the English Football Association’s selection of iconic host venues (including Old Trafford and a Wembley final), together with affordable and inclusive ticket prices, will increase tournament attendance figures to levels never reached before.



Spain scored 48 goals and conceded just one en route to qualifying for Women’s EURO 2022.

# GERMANY COME OUT ON TOP IN A TOURNAMENT OF FIRSTS

An unprecedented two-stage format broke with tradition, but the final result ran true to form as Germany claimed a third Under-21 crown.



### Top scorers

**4** **LUKAS NMECHA**  
GERMANY, 1 assist, 543 mins played



**3** **PATRICK CUTRONE**  
ITALY, 1 assist, 268 mins played

**DANY MOTA**  
PORTUGAL, 1 assist, 304 mins played

**MYRON BOADU**  
NETHERLANDS, 1 assist, 334 mins played

**JAVI PUADO**  
SPAIN, 0 assists, 385 mins played

The 2019–21 European Under-21 Championship reached a successful conclusion thanks to the combined efforts of joint hosts Hungary and Slovenia and UEFA's decision to split the final tournament into two stages. Because the original schedule of 9–26 June clashed with the postponed EURO 2020 competition, we had to revise the format and come up with the innovative two-phase solution. Playing the group stage in March, followed by the knockout stage in June, gave the prestigious competition's biggest edition – 16 teams rather than 12 – a unique space in a congested calendar.

The two-month delay brought another unexpected benefit: warmer temperatures produced lower COVID-19 infection rates, allowing host governments to ease restrictions and let a limited number of spectators into stadiums for the final stages.

#### Group stage: 24–31 March

The U21 EURO draw, held in December 2020, delivered a finely balanced competition, with the result that two groups – A and D – required goal difference to determine which teams qualified for the knockout stage. While

Hungary and Slovenia both fell short, host spectators could still look forward to the prospect of a high-quality knockout stage. Five of the eight final teams accounted for 15 of the previous 22 European Under-21 titles.

#### Knockout stage: 31 May – 6 June

After six absorbing quarter- and semi-finals, in which only one match was settled by a margin of more than one goal, Germany advanced to their third successive final to play Portugal. Die Mannschaft made amends for losing out in 2019 to deny the Portuguese a

first-ever Under-21 trophy, courtesy of a second-half strike from the competition's most prolific scorer, Lukas Nmecha. Talented midfielder Fábio Vieira provided some consolation for Portugal when he was named as player of the tournament.

#### Back on schedule

As the group stage was reaching its conclusion in March, UEFA kicked off qualifying matches for the next edition of the competition, with the finals due to take place in Georgia and Romania in 2023.

## Cleaner Air, Better Game

Our football social responsibility division, in partnership with European Under-21 Championship hosts Hungary and Slovenia, ran a public awareness campaign throughout the final tournament to highlight the dangers of air pollution. UEFA also ensured that the event honoured its carbon-neutral commitment. See page 75 to read more about the Cleaner Air, Better Game initiative.



# NORMAL SERVICE RESUMED (ALMOST)

After a remarkable season-long journey, our club competitions safely navigated travel restrictions, COVID-19 tests and last-minute changes to match venues to deliver new champions on time.



**Final:** 29 May 2021  
**Winners:** Chelsea FC  
**Host city:** Porto (Portugal)

For the second time in less than a year, the men's Champions League reached its climax in Portugal. In August 2020, Lisbon had hosted an extraordinary final-eight tournament that marked European football's successful return to play from the temporary halt caused by the pandemic.

Nine months later, on 29 May 2021, it was Porto's turn as the Estádio do Dragão staged the third all-English showdown, on this occasion between Chelsea and Manchester City.

UEFA decided to move the final from its original venue of Istanbul after the United Kingdom placed Turkey on its red list of restricted travel destinations due to rising COVID-19 infection rates. This would have prevented fans of both finalists from attending the match. Instead the event returned to Portugal, which had experience of staging the previous season's rearranged final at short notice. The country was also on the UK's green list, ensuring 6,000 fans from each club could watch the match in person.

With the competition's two best defences meeting in the final, a solitary first-half goal from record signing Kai Havertz sufficed for Chelsea to claim their second Champions League trophy. Manchester City became the eighth successive team to lose on their debut appearance in the final but could take inspiration from a remarkable turnaround in the fortunes of winning coach Thomas Tuchel. Just 249 days earlier, the German had watched his previous side Paris Saint-Germain fail in their first Champions League final.

### Top UEFA Champions League goalscorers 2020/21



**Erling Haaland**  
 Borussia Dortmund  
**10**



**Kylian Mbappé**  
 Paris Saint-Germain  
**8**

**Álvaro Morata** (Juventus)  
**Marcus Rashford** (Manchester United)  
**Neymar** (Paris Saint-Germain)  
**Olivier Giroud** (Chelsea)  
**Youssef En-Nesyri** (Sevilla)  
**Mohamed Salah** (Liverpool)  
**Karim Benzema** (Real Madrid)

**6**



**Final:** 26 May 2021  
**Winners:** Villarreal CF  
**Host city:** Gdańsk (Poland)

After 204 matches and just one cancelled fixture, the final act of the 2020/21 UEFA Europa League was played out between Spanish side Villarreal CF and Manchester United of England in Gdańsk – the first European club competition final ever hosted by the historic northern Polish city.

Gerard Moreno opened the scoring for the Yellow Submarine before United's veteran striker Edinson Cavani equalised early in the second half. After extra time and 20 penalties by outfield players, the scores remained deadlocked – until the two goalkeepers dramatically reversed roles to settle the outcome.

First, Villarreal's Gerónimo Rulli put away his penalty to edge Villarreal into an 11-10 lead in the shoot-out. Returning to his goal line, Rulli then saved David de Gea's effort to seal a historic first European trophy for the Spanish side and an unprecedented fourth Europa League triumph for their coach Unai Emery.



Villarreal maintained Spanish clubs' dominance of the Europa League.

**442**  
 Most goals scored in a Europa League group stage, equivalent to **3.09** per game

**93**  
 Most goals scored on a single Europa League matchday

**15**  
 Number of matches that Villarreal CF went undefeated (12 wins, 3 draws) to win the 2020/21 competition



**Final:** 16 May 2021  
**Winners:** FC Barcelona  
**Host city:** Gothenburg (Sweden)

One week after securing the Spanish domestic championship with eight games to spare, FC Barcelona defeated debut finalists Chelsea FC in emphatic style to claim their first-ever Women's Champions League.

The Blues made the worst possible start at the Gamla Ullevi stadium in Gothenburg – conceding an own goal from Melanie Leupolz with just 33 seconds on the clock. Alexia Putellas' penalty doubled Barça's



Barcelona's Caroline Graham Hansen and Chelsea's Jess Carter up against each other in the final.

lead, before player of the match Aitana Bonmati and Caroline Graham Hansen effectively sealed the title for the Blaugrana before half-time. The Spanish side went on to complete a perfect season, winning all their league matches and claiming the Copa de la Reina.

By delivering the Women's Champions League final on schedule in Sweden, safely staging 89 matches in seven months against the backdrop of a global pandemic, UEFA underlined the strategic importance of women's football to its overall mission. Throughout this period, UEFA was the only football confederation to continue playing its senior women's competitions.

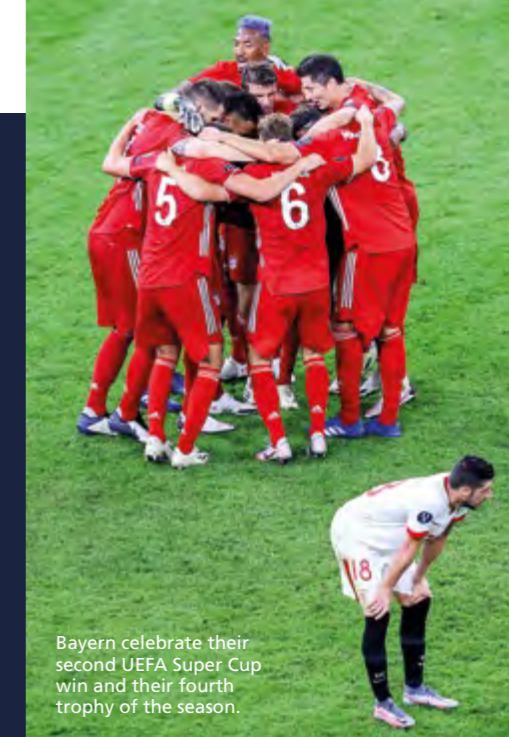
The significance of the Champions League as a catalyst for change in women's football was further underlined on the eve of the season finale in Sweden with the launch of a new brand for the 2021–25 cycle of the competition (see page 66).



**24 September 2020**  
**Winners:** FC Bayern München  
**Host city:** Budapest (Hungary)

Less than a month after claiming their respective UEFA titles, newly crowned Champions League winners FC Bayern München met Europa League champions Sevilla FC to contest the UEFA Super Cup in Budapest. For once, events off the pitch attracted almost as much attention as the result on it.

After months of playing matches behind closed doors to minimise infection rates, UEFA agreed with Hungary's national association and government to allow a limited number of fans – 15,500, equivalent to 25% of the stadium capacity – into the Puskás Aréna to watch the game. By adopting strict safety measures, including thermal scans, social distancing and the mandatory use of face masks, the pilot project allowed us to assess the impact of fans on our Return to Play Protocol (see page 63).



Bayern celebrate their second UEFA Super Cup win and their fourth trophy of the season.

On the field, Bayern claimed their fourth trophy of a seemingly endless season by narrowly defeating Sevilla. The Spanish side briefly threatened an upset, taking a 13th-minute lead through a Lucas Ocampos penalty. Leon Goretzka restored parity for Bayern before half-time but European club football's first live crowd in months had to wait until extra time for the deciding goal: a header from the German side's substitute Javi Martínez.



The 2019/20 edition of UEFA's awards ceremony – an annual event recognising the outstanding men's and women's players of the previous season – took place in Geneva, Switzerland, near our official headquarters in Nyon.

FC Bayern München's prolific Polish striker **Robert Lewandowski**, whose goals and assists helped his side secure the Champions League, received both the Men's Player of the Year and the Forward of the Year awards. Two of Lewandowski's team-mates

also won recognition: **Manuel Neuer** (Goalkeeper of the Year) and **Joshua Kimmich** (Defender of the Year). German **Hansi Flick**, who coached Bayern to the first-ever perfect record in the Champions League (11 matches, 11 victories) since its creation in 1992, was named Men's Coach of the Year, completing a triumphant evening for the Bundesliga champions. **Kevin De Bruyne** of Manchester City FC and Belgium claimed the only men's award (Midfielder of the Year) not to go to a Bayern player.

In the women's category, VfL Wolfsburg's **Pernille Harder** received two awards – Player of the Year and Forward of the Year – for contributing 38 goals to her side's domestic double and nine en route to the Women's Champions League final. In doing so, Harder became the first woman to win the award twice, two years after claiming her first.

The Olympique Lyonnais side which had secured their fifth consecutive Women's Champions League title in August 2020 dominated the remaining positional awards: **Sarah Bouhaddi** – Goalkeeper of the Year, **Wendie Renard** – Defender of the Year, and **Dzsenifer Marozsán** – Midfielder of the Year. Lyon's head coach **Jean-Luc Vasseur** was voted Women's Coach of the Year.

**Didier Drogba** of Cote d'Ivoire received the prestigious UEFA President's Award in recognition of his outstanding achievements in football, both on and off the field. These included winning the 2011/12 Champions League with Chelsea FC and setting up a humanitarian foundation to tackle poverty and inequality in Africa through the improvement of welfare, education and employment.



Tomas Pacos, a member of the Sporting CP team which has won two of the last three Futsal Champions League titles.

## STRENGTH THROUGH ADVERSITY

Europe's futsal community showed impressive commitment to ensure the largely amateur sport went on – despite its particular vulnerability to the effects of the pandemic.

The vast majority of UEFA-scheduled futsal matches went ahead in the 2020/21 season, despite the complications of playing a predominantly amateur, indoor sport during the COVID-19 pandemic. This is testament to the strength of the European futsal community, and the sacrifices made by its players.



Many players could not train during the winter owing to the closure of arenas for health and safety reasons, the restriction of contact sport to professionals only, and the imposition of quarantine measures when travelling. Nevertheless, from October 2020 to April 2021, some 97% of our futsal matches still went ahead. In some cases, players used personal holiday time to ensure they could play in matches that required a period in quarantine (either at the host venue or in their home country).

By the end of the season, UEFA futsal competitions at all levels were back in action and on schedule thanks both to our decision to limit qualifiers to single- not two-leg knockout matches and to the adaptability of the Europe's national associations and teams. In the case of the UEFA Futsal Champions League, this meant staging two final tournaments in the space of less than a year – the delayed 2019/20 finals (completed in Barcelona, Spain in October 2020) followed six months later by the 2020/21 finals in Zadar, Croatia.

### Decisive action

The latest final tournament underlined the challenges facing futsal competition organisers last season. First, UEFA had to amend the finals from a final four to a final eight to reduce the amount of travel and time required for the closing stages. Second, a late venue change announced three weeks before the kick-off date (from Zagreb to Zadar) required logistical miracles from the Croatian Football Federation to secure a safe indoor arena.

Medical experts estimate that playing sports indoors rather than outdoors increases the risk of COVID-19 infection. Consequently, our Return to Play Protocol (see pages 62-63) incorporated additional preventive measures for futsal competitions. These included a five-hour break between matches (rather than the standard two-and-a-half hours) to fully disinfect and ventilate the venue and to avoid teams from different matches crossing paths. The number of team delegates and guests permitted to watch games was limited to 25.



## Two finals in one season

The delayed 2019/20 UEFA Futsal Champions League finals took place at Barcelona's Palau Blaugrana in October 2020, with the home side claiming their third overall title and first since 2014. UEFA transferred the final-four competition to Spain after health regulations ruled out original host city Minsk in Belarus.

Barça and Murcian-based ElPozo set up an all-Spanish final after overcoming two Russian teams in the semis – Tyumen and KPRF. Barça prevailed 2-1 in the final before defending their title within six months at Zadar in Croatia – the venue for the 2020/21 Futsal Champions League finals.



Eight teams representing five national associations – Kazakhstan, Portugal, Russia, Slovenia and Spain – participated in an expanded format designed to reduce travel to a minimum. Holders Barça fought their way to another final before losing 4-3 to Sporting CP – the Portuguese side's second success in the last three editions.

To ensure that the first-ever home-and-away qualifying matches for a Futsal EURO (the 2022 finals, scheduled to take place in Amsterdam and Groningen in the Netherlands from 19 January to 6 February) could go ahead as planned, several national associations decided to fund charter flights for their players. As amateurs, most futsal players travel on commercial flights and, as such, are not exempt from quarantine restrictions.

### Supporting women's and youth futsal

We also helped to resume women's futsal after the pandemic by kick-starting the

qualifying phase for Women's Futsal EURO 2022 with two mini-tournaments in Gibraltar and Lithuania in May.

At men's youth level, it was announced that the Spanish city of Jaén would host the second European Under-19 Futsal Championship final tournament in September 2022, postponed from November 2021 because of the pandemic. Exceptionally, players eligible for the original tournament would be allowed to compete in the preliminary and main rounds (taking place in November 2021 and March 2022) to determine the seven finalists joining the reigning champions Spain in Jaén.



Gibraltar take on Belgium in the preliminary round of the Women's Futsal EURO.



# ADAPTING TO THE 'NEW NORMAL'

UEFA's impressive record in ensuring 98% of our national team and club competition matches went ahead on schedule in the 2020/21 season owed much to the flexibility and professionalism of Europe's top match officials.

No football match can take place without a team of match officials and UEFA ensured neutral referee teams were on-site and ready to officiate every scheduled fixture – even though, unlike clubs, referees were not able to rely on charter flights, which helped keep players in a COVID-free bubble during journeys for away fixtures.

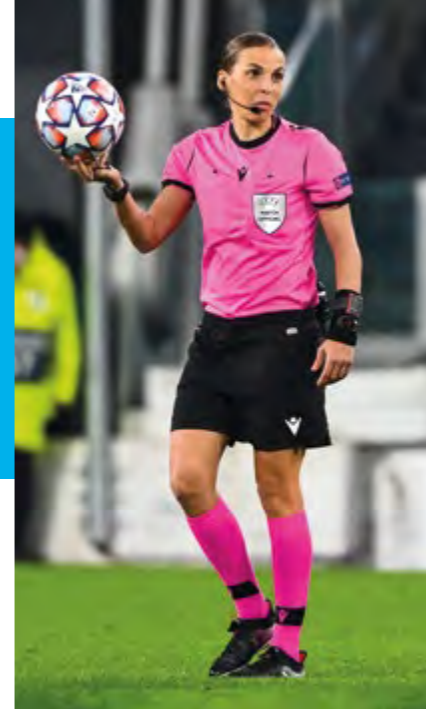
For each batch of competition matches, the Referees Committee appointed a group of backup officials, with several even stepping in at the last minute to replace colleagues who had tested positive for COVID-19.

Like players, referees had to perform at the highest level in near-empty stadiums – a scenario which brought its own unique challenges. Several officials admitted that the relative silence sometimes made even minimal contact sound more severe, while others missed the adrenaline-charged atmosphere.

Football's 'new normal' also added to the demands on referee fitness levels, with match analysis indicating that the increased number of substitutions raised average player speed in the final 15 minutes of games.

## Increased online dialogue and insight

UEFA ran regular online group chats for match officials to maintain morale and coordinate their travel across Europe throughout the reporting period. By facilitating more regular contact, digital channels have significantly strengthened our refereeing community. Whereas previously, the top 100 European match officials would gather for two training courses each year, we now regularly exchange ideas and experiences across all categories, male and female – including observers, assistants and video assistant referee teams.



UEFA has also widened knowledge sharing to incorporate insights from former players and heads of refereeing at all 55 of our member associations. The associations have generated valuable feedback on how the need for officials to go into quarantine after travelling for UEFA competitions has impacted domestic refereeing.

## Raising the profile and quality of female referees

We have continued our mission to raise both the profile and the quality of female match officials. In February 2021, the Referees Committee ran a winter course for European female match officials, challenging participants to earn themselves a place in the refereeing team at UEFA Women's EURO 2022. Preparation also included video assistant referee (VAR) training, because the technology will be deployed at a Women's EURO for the first time ever in 2022. In April, our Executive Committee confirmed that VAR would also

be introduced from the group stages of the 2021/22 Women's Champions League.

France's Stéphanie Frappart (*left*) continued to break gender barriers by becoming the first woman to referee a men's UEFA Champions League match – the group stage fixture between Juventus and Dynamo Kyiv in Turin in December 2020.

However, she is far from being the only woman to referee regularly in the men's game. Last season, Ukraine's Kateryna Monzul refereed in the UEFA Nations League and the UEFA Europa League group stages. Indeed, Monzul's assignment for the match between KAA Gent and FC Slovan Liberec on 3 December 2020 was the first UEFA men's fixture at which a female official was flanked by two female assistants – Oleksandra Ardashaeva and Maryna Striletska.

More and more female assistants are gaining experience at the highest level of men's football. Greece's Chrysoula Kourompylia, an assistant referee, has been appointed regularly for UEFA men's matches since 2014/15, while England's Sian Massey-Ellis has assisted in both the Europa League and the Nations League since 2019. Spain's Guadalupe Porras Ayuso is following in her path this season. Elsewhere, Russia's Irina Velikanova and Tatiana Boltneva made history by taking charge of the UEFA Futsal Champions League match between United Galati and Dolphins Ashdod – the first-ever female pairing of referees in a UEFA men's futsal competition.

## UEFA pilots anti-discrimination training

In March 2021, UEFA and Romania's national football association (FRF) successfully piloted an online diversity and inclusion training session for over 100 Romanian referees. The course followed a decision by UEFA's Control, Ethics and Disciplinary Body to suspend one Romanian match official and reprimand another for "inappropriate behaviour" during a men's Champions League group stage match between Paris Saint-Germain and Başakşehir FK.

UEFA plans to integrate similar sessions into existing workshops for all officials appointed to oversee elite club and national team competitions. This will equip referees with the skills needed to recognise intercultural and diversity issues, including what is acceptable and unacceptable language, and to use appropriate communication.

## Man in the Middle

The release of our groundbreaking UEFA.tv documentary called *Man in the Middle* in November 2020 provided a rare insight into the hidden sides of refereeing at the highest level – from candid footage of on-field exchanges with players to personal interviews about the pressures of balancing a high-profile job with family commitments.

The four-part series tracked the professional and private lives of 16 male match officials from 11 countries over an 18-month period (February 2019 to August 2020). Each was part of an elite group of referees selected to officiate at matches in the UEFA Champions League.

Thanks to its unprecedented access, viewers could hear referees' personal verdicts on several key VAR incidents and learn more about the psychological preparation that forms a major part of elite referees' training.



"The documentary highlights the professionalism, motivation and dedication of some of Europe's best officials, as well as showing the human beings behind the figures seen by players and supporters on the pitch."

Roberto Rosetti,  
UEFA Chief Refereeing Officer



## DEVELOPING THE GAME

### 2020/21 at a glance

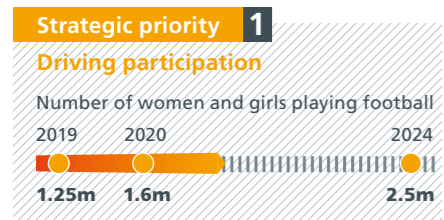
- Centralising commercial and media rights contributed to a significant increase of the value of the Women's Champions League.
- A growing number of European associations launched strategies dedicated to developing the women's game.
- Our HatTrick development programme helped protect European football from the pandemic's financial fallout.
- The UEFA Academy's Alumni Association was created to connect a vast network of football professionals working on- and off-the-field.
- Our football development support stretched beyond Europe thanks to the Assist programme.
- UEFA unveiled three new coaching courses, including the first-ever certified diploma for grassroots football coaches.

# LEADING THE WAY

Our implementation of UEFA's five-year strategy for developing women's football in Europe continues to lead the way to a more sustainable future with more and more national associations prioritising investment in the game.

Two years into UEFA's 2019–24 women's football strategy Time for Action, the women's game continues to grow across Europe at an unprecedented pace with no sign of losing momentum – despite the pandemic's inevitable impact on financial resources and opportunities to play the game at all levels. This is reflected in the encouraging progress across most of the strategic priorities: from developing the game and transforming our competitions to enhancing governance structures and increasing the visibility and commercial value of women's football.

Supported by UEFA, national associations have continued to prioritise investment in women's football: more and more are introducing the Disney Playmakers grassroots programme, creating strategies to guide long-term development and giving women more say in how the national game is run.



Despite the difficulties of playing any form of sport during the pandemic,

350,000 women and girls have enjoyed their first-ever experience of the beautiful game since the launch of the strategy.

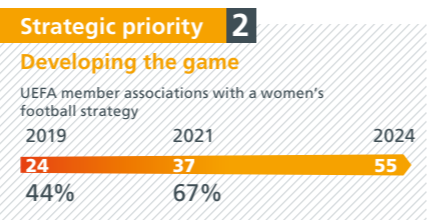
The Playmakers programme, which was launched in 2020 with Disney, picked up momentum rapidly after the easing of lockdown measures and has played a key role in giving young girls between the ages of five and eight regular exercise through football.

By July 2021, a total of 33 national associations had committed to running their own Playmakers initiatives, of which 17 were already up and running. Health restrictions forced a further six to postpone launches. An estimated 87% of the girls and 33% of the coaches taking part in Playmakers had never previously played football.

Participants' parents have also endorsed the programme; in a feedback survey, all said they would recommend the programme to friends and family. Playmakers emphasises the importance of providing a safe, secure and fun environment in which children can enjoy exercise. In 11 countries, our non-governmental partner Terre des Hommes is working hand in hand with national associations to ensure Playmakers incorporates robust child safeguarding processes.



In February, we revealed how Women's EURO 2022 will capitalise on global interest to attract a new generation of players and fans to the game – both in host country England and beyond. UEFA will help to fund legacy programmes run by the nine venues and the English Football Association (The FA). Together, these are expected to create 500,000 new opportunities for women and girls to get involved in football by 2024. The FA has also committed to other measures, such as ensuring that 75% of schools provide equal access for girls to play football as part of their physical education, and three-quarters of all English grassroots clubs run at least one girls' team.



**UEFA coach education courses: scholarships awarded to women**

Pro	11
Female Pro (France only)	7
A	53
Youth A	4
Goalkeeper A	1
B	144
Youth B	31
Goalkeeper B	1
C	79

Every national association in Europe is eligible for annual support amounting to €150,000 through UEFA's women's football development programme. By the close of the 2020/21 reporting period, the programme had provided start-up funding for 102 projects in all 55 UEFA member associations. Together, they cover a range of activities: from elite youth player preparation and coaching to increased human resources and club and league development.



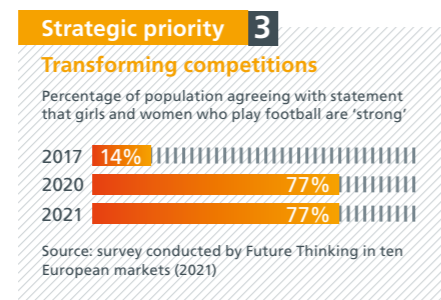
Paris Saint Germain's Alana Cook and Amel Majri of Olympique Lyonnais in the UEFA Women's Champions League.



Many of the initiatives will play a key role in helping countries achieve long-term strategic goals for women's football. Taking their lead from UEFA, more and more associations are developing strategies to guide their investments in the women's game. In 2019, just 24 had approved national strategies for women's football. By mid-2021, the number had grown to 37, with a further 13 associations set to follow soon.

To ensure these strategies align with Time for Action, UEFA has worked with member associations, industry experts and football leaders to provide a user-friendly guide – Developing a National Women's and Girls' Football Strategy. Distributed to all member associations, this identifies eight critical steps to building women's football strategies.

UEFA also contributes to the long-term development of the women's game by opening career pathways for young female coaches and players to fulfil their potential. In the past season, we awarded scholarships to 331 women so they could enrol in UEFA coach education courses.



Transforming the status of our competitions, in particular the Women's Champions League and Women's EURO 2022, is a key driver behind Time for Action's progress in resetting public perception of women's football.

UEFA first revealed plans for far-reaching changes to the world's most prestigious women's club competition in 2019. By the conclusion of the reporting period, everything was in place to launch a new-look Women's Champions League for the 2021/22 season. In April, the Executive Committee approved a key component of the rebranded competition: a regulatory framework that sets new standards for the professional women's game (see below).



With ten wins out of ten, reigning Women's EURO champions the Netherlands, in action here against Slovenia, sailed through to Women's EURO 2022.

## UEFA Women's Champions League 2021–25 A winner for clubs, players and fans

**Competitive format:** A group stage will replace the previous round of 16, with the two preceding qualifying rounds split into a champions path and a league path. The revised format will ensure more competitive matches, as well as guarantee

the participation of at least ten national associations in the group stage.

**Showpiece venues:** Competition finals will take place at prestigious European venues, starting with Turin in 2022.

**Reinvestment in development:** The new competition will reinvest increased revenue totalling €24 million – more than four times the previous figure – into the development of the women's game, either as rewards to competing clubs or as solidarity payments to non-competing clubs.

**Video assistant referees (VAR):** UEFA will deploy VAR for all matches in the knockout stage, rather than the final only.

**Player welfare:** In future, participating clubs will have the flexibility to alter their squad lists at any time during the season to temporarily replace players either because they are pregnant or because they leave for, or return from, maternity leave.

**Youth player development:** A new B list will allow clubs to supplement squad lists by including young players who meet specific criteria. From the 2022/23 season, UEFA will introduce a locally trained player rule to nurture the growth of European homegrown talent.



Our efforts to raise the status of women's competitions target all levels of the game. After cancelling the previous edition to protect the health of players and officials, UEFA confirmed that the 2021/22 European Women's Under-19 and Under-17 Championships would both return to action in September 2021. Teams will be divided according to their UEFA coefficient rankings into two leagues – A and B – over two rounds, with promotion and relegation directly linked to results. The new format guarantees elite women's youth teams a minimum of five or six highly competitive matches per season and provide talented younger players with the opportunity to test their ability at the highest level in their age group.



As the UEFA.com Women in Football series highlighted throughout the reporting period, more and more women hold key decision-making roles within the game. To date, we have made 75% progress towards our Time for Action goal of doubling female representation on all UEFA bodies.

The upward trend is also reflected in the rising number of UEFA's 55 member associations that employ a staff member to manage women's football. The figure currently stands at 45. More women are also applying to study football management courses at UEFA. Some 107 UEFA Academy female graduates from the 2020/21 season have gone on to pursue careers in football administration, corporate and social responsibility, governance, law, and/or finance – a 55% increase compared with the previous reporting period.



UEFA's 2019 decision to centralise commercial and media rights for the 2021–25 cycle of its women's football competitions has attracted a host of new partners. PepsiCo, Euronics, JustEat Takeaway, Grifols, Heineken and adidas all joined existing sponsors Visa and Hublot, while DAZN with YouTube were unveiled as our global broadcast partners (with the

exception of the Middle East and North Africa, and China). The additional revenue laid the foundations for UEFA to introduce a groundbreaking financial distribution model for the Women's Champions League in April. This will help secure the long-term sustainability of women's football in Europe.

The wave of new sponsorships, a product of our long-term commitment to developing the women's game, puts us well on track to achieve UEFA's fifth strategic priority of doubling the overall value of both the Women's Champions League and Women's EURO 2022. The revamped Women's Champions League will generate a remarkable sevenfold increase in revenue.

In May, UEFA announced that more than 700,000 tickets would go on sale for Women's EURO 2022 matches – opening the door to the largest ever cumulative audience in the competition's history. To ensure everyone has the chance to see the continent's star players, ticket prices will range from £5 (€5.85) to £50 (€58.50), with over half a million tickets available for £25 (€29.25) or less. UEFA is confident that both the opening match of Women's EURO 2022 at Old Trafford in Manchester and the final at Wembley will break the tournament's current attendance record of 41,301 set by the Women's EURO 2013 final.

# REINVESTING REVENUE IN EUROPEAN FOOTBALL

By channelling EURO revenue into COVID-19 recovery projects, our HatTrick development programme has continued to play a frontline role in achieving UEFA's mission: to reinvest as much income as possible to secure European football's future.

UEFA's HatTrick programme was set up in 2004 to distribute revenue from the European Championship to our member associations for investment in infrastructure and development projects. It has become one of the largest development initiatives in sport.

HatTrick accounts for a significant proportion of the total funding that UEFA puts back into the game – from the

grassroots up. By the end of its fifth four-year cycle in 2024, the programme will have channelled a cumulative total of €2.6 billion into European football to support a hat-trick of goals:

- investment funding
- educating
- knowledge sharing

In the current reporting period, HatTrick projects have supported football development initiatives related to infrastructure construction and renovation (stadiums, headquarter offices, training grounds, etc.); UEFA youth, women's, futsal and amateur competitions; club licensing; good governance; grassroots football; women's football; coaching courses; referee training; elite youth player development; social responsibility projects; and anti-match-fixing and integrity initiatives.

Over the past two seasons, the programme has also played a critical role in protecting European associations from the financial fallout of the pandemic. In April 2020, a UEFA Executive Committee decision lifted the conditions that govern distribution of HatTrick funds. This brought much needed financial relief by allowing associations to invest up to 30% of the total amount available during the 2020–24 funding cycle (equivalent to up to €4.3 million each or €236.5 million in total) in activities affected by the pandemic. During the current reporting period, numerous associations have taken advantage of this support to secure the immediate future of their national game.



## HATTRICK CASE STUDY 1



Liechtenstein Football Association (LFV)

### Ruggell national training centre

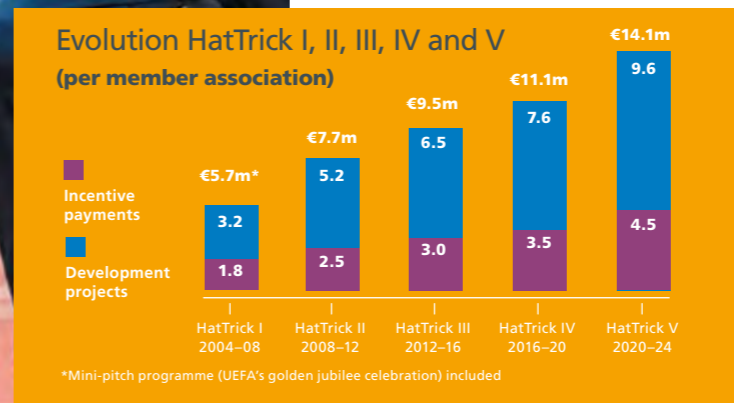
**Objectives** Equip national teams with state-of-the-art facilities by modernising the existing training centre at Ruggell, located on the Rhine in northern Liechtenstein.

**Project** Invest in new facilities, including a new watering system, a football skills arena, three new pitches, modernised fencing and lighting, upgraded floodlighting for all grounds, modernised pathways, a new building with dressing rooms, seminar rooms, medical and physio rooms, rehabilitation room, etc.

**Result** Inaugurated in August 2021, the Ruggell training centre has provided an official home for all national LFV teams – a key goal of Gemeinsam.2026, the LFV's long-term strategy for the game. It is expected to play a lead role in accelerating the development of women's football in Liechtenstein.



Grassroots football in Romania



“The importance of UEFA's HatTrick programme has never been clearer than during the COVID-19 crisis. By lifting the conditions to release funds to our associations, we have limited the economic impact of the pandemic.”

Aleksander Čeferin, UEFA President



## HATTRICK CASE STUDY 2



Bosnia and Herzegovina  
Football Federation

### COVID-19 project

**Objective** Keep the national game on firm financial foundations at all levels and ensure the safe return of training and competitions during the 2020/21 season.

**Project** Introduce a three-pronged financial assistance plan to support all levels of men's and women's football and allow training and matches to take place safely with minimal risk to everyone involved.

**Result** The Bosnia and Herzegovina Football Federation provided financial support to the regional associations and men's, women's and futsal clubs competing in all domestic leagues. The funding also covered the cost of supplying these clubs and the training centre at Zenica with personal protective equipment such as protective masks and disinfectant.

The French Football Federation (FFF), for example, created an extraordinary solidarity fund to help restart the national game and to subsidise more than 14,000 amateur clubs hit financially by football's shutdown. Under the fund's conditions, every affiliated amateur club was entitled to receive €10 for each registered player, with €7 invested by the FFF and the remainder covered by the leagues and districts. This important solidarity initiative saw the redistribution of around €20 million to French amateur football.

The Belgian national team training at the association's Proximus basecamp in Tubize, which has benefitted from the UEFA HatTrick programme.

The HatTrick programme's relationship with the EURO works both in the short and long term. While the added value of EURO 2020 for football development mainly accrues after the tournament is played, several associations benefitted even before a ball was kicked.

HatTrick supported the construction or renovation of six national training centres – Belgium, England, Hungary, Italy, the Netherlands and Spain – used by the respective national teams during EURO 2020. It also contributed to an upgrade of Wembley Stadium in London – venue for both the semi-finals and the final.



## HATTRICK CASE STUDY 3



Georgian Football  
Federation

### Rukhi football academy

**Objective** Set up a football academy in Rukhi, one of Georgia's oldest villages, to increase national participation levels as well as create opportunities to nurture elite youth players and grow the women's game.

**Project** Build two artificial playing surfaces and one grass pitch, an administrative centre equipped with dressing rooms and a hotel, and spectator stands at two of the new grounds. Install floodlights and perimeter fencing.

**Result** During the 2020/21 academic year, Rukhi will offer elite-level coaching to an estimated 40 Under-15 and Under-16 footballers, as well as free education and accommodation.



# VIRTUAL PROGRESS

Thanks in part to the creation of a virtual classroom and an expanded portfolio of courses, there was no drop-off in the number of professionals enrolling in the UEFA Academy during the pandemic.

By the conclusion of the 2020/21 season, almost 500 students representing over 50 nationalities had graduated from UEFA Academy courses designed to help managers, players and specialists develop their football careers. This slight increase in participation levels compared with the previous reporting period was testimony to our success in switching to predominantly online teaching to overcome the impact of COVID-19 on higher education.

To facilitate a high level of real-time student interaction and discussion, we installed a purpose-built virtual classroom at UEFA's Nyon headquarters, equipped with a high-quality sound and lighting system. This allowed the academy to facilitate simulation exercises encouraging knowledge sharing and information exchange and to stage online graduation ceremonies.

## Expanding portfolio

By offering a wide range of courses covering administration, communications, corporate social responsibility, finance, governance and law, the academy delivers two of the HatTrick programme's three goals for developing European football: improved education and wider knowledge sharing. In 2020/21, we added two new courses to our syllabus:

1. Strategic communications compact course
  - Applicants: communications executives
  - Curriculum: communications strategy, content planning, digital content platforms
2. Financial management compact course
  - Applicants: national association executives
  - Curriculum: introduction to financial decision-making and planning

The start of the reporting period marked the first graduation of students from the open edition of the UEFA Certificate in Football Management (CFM), launched in 2019/20. In contrast to other editions of the CFM, which are limited to selected participants from UEFA's 55 member associations and their direct stakeholders, the open edition welcomes all professionals working in football across the world. The 2020/21 edition attracted 33 students representing 22 nationalities.

## Academy alumni association

To capitalise on an ever-expanding global network of more than 3,000 academy graduates, in 2020/21, we launched the UEFA Academy Alumni Association.

In addition to offering access to an unparalleled professional network, stretching across clubs, leagues, associations and other organisations, the alumni association ensures former students maintain a lifelong connection with UEFA.

**"UEFA's Certificate in Football Management enables me to complete a university degree in sports management, meet new people and prepare for my second career while continuing to play at the top level."**

**Juan Mata,**  
professional footballer,  
Manchester United

## UEFA Academy fast facts



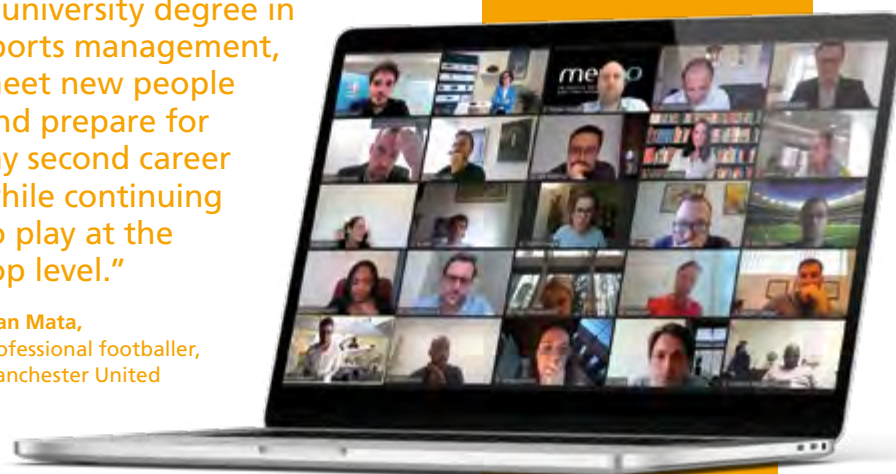
**3,000+**  
graduates  
representing more than  
154 nationalities

**477**  
new graduates  
in 2020/21



Above: The UEFA Academy portfolio is available online at [UEFAacademy.com](http://UEFAacademy.com)

Below: The Academy successfully switched to predominantly online teaching to overcome the impact of the pandemic.



# FOOTBALL'S POWER TO CONNECT THE WORLD

Launched in 2017, the Assist development programme shares the experience and know-how of both UEFA and its member associations with the world's other five football confederations and their regional and member associations.

In 2020/21, UEFA channelled support to 121 football development projects that benefitted 118 countries. The map provides a snapshot of some of our most impactful projects around the world.

**121** development projects in 118 countries



## CONFEDERATION OF NORTH, CENTRAL AMERICA AND CARIBBEAN ASSOCIATION FOOTBALL

- UEFA ↔ CONCACAF**  
Drawing on UEFA's knowledge and expertise, Concacaf starts developing a coaching convention.
- UEFA ↔ CONCACAF**  
Two specialist European coaches lead a four-day futsal and beach soccer instructors' course attended by 13 Concacaf associations.



## UNION OF EUROPEAN FOOTBALL ASSOCIATIONS

- Slovakia ↔ Botswana**  
Building on support provided in previous years, the Slovak Football Association donated money to help the Botswana Football Association purchase video conferencing equipment.
- Germany ↔ AFC, CAF, CONMEBOL**  
The German Football Association (DFB) staged international instructors' courses in Botswana and Namibia (May 2021), and Jordan (June 2021).
- Sweden ↔ Turks and Caicos Islands**  
After initially helping the Turks and Caicos Islands association repair spectator seating for a beach football pitch damaged by a hurricane, the Swedish national association funded coach education courses and purchased grassroots football equipment.



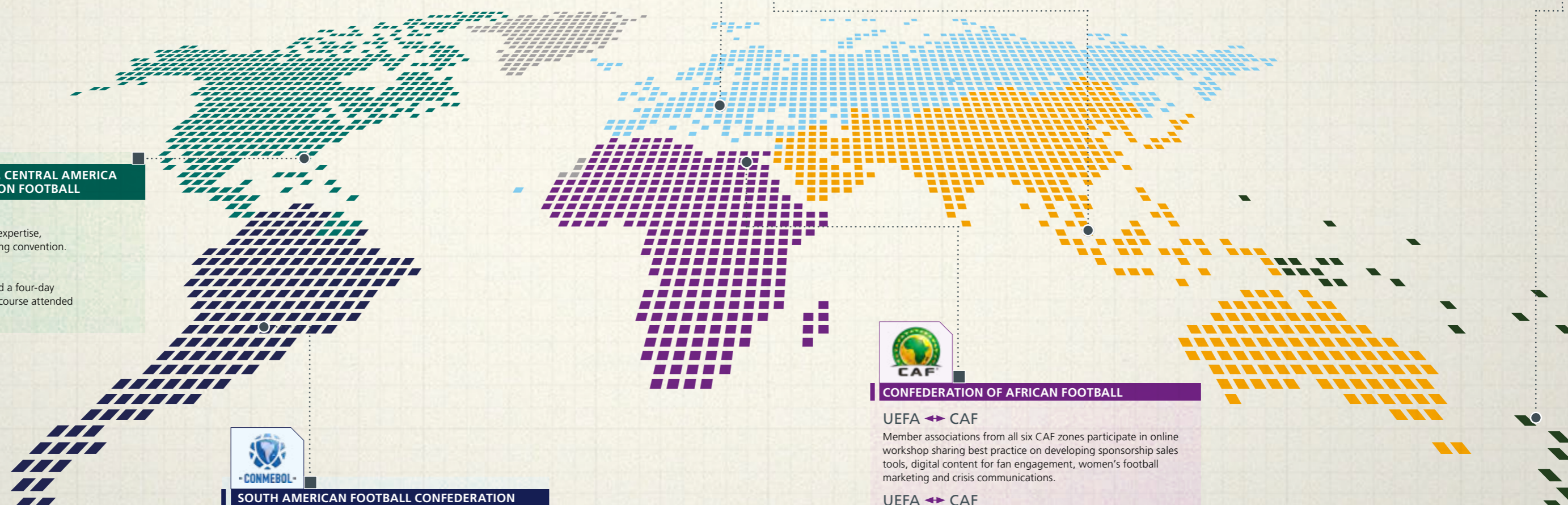
## ASIAN FOOTBALL CONFEDERATION

- Estonia, Wales ↔ Bangladesh, India, Iran, Jordan, Malaysia, Nepal, Philippines**  
Estonian and Welsh associations exchange best commercial, marketing and communications practice in online sessions with seven AFC members.
- England ↔ Australia**  
English Football Association delivers three webinars to guide its Australian counterpart on identifying talented young women footballers and creating a career path in the professional game.
- UEFA ↔ China**  
Using Mandarin interpreters, UEFA organises three virtual general secretary academy sessions for China's national association.
- UEFA ↔ Guam**  
Provision of pitch maintenance vehicle for Guam's national training centre together with storage facility.



## OCEANIA FOOTBALL CONFEDERATION

- UEFA ↔ OFC**  
UEFA support allows OFC to roll out an e-learning platform to reinforce collaboration between all 11 member associations during the pandemic.
- UEFA ↔ OFC**  
With UEFA providing support over a three-year period, the OFC builds a new Home of Football incorporating a conference centre.



## SOUTH AMERICAN FOOTBALL CONFEDERATION

- UEFA ↔ CONMEBOL**  
More than 50 representatives from all 10 CONMEBOL associations participate in marketing workshop covering women's football, digital innovation and esports.
- UEFA ↔ CONMEBOL**  
Minivan provided for each of the ten confederation associations, as well as a utility vehicle to use for CONMEBOL youth tournaments.



## CONFEDERATION OF AFRICAN FOOTBALL

- UEFA ↔ CAF**  
Member associations from all six CAF zones participate in online workshop sharing best practice on developing sponsorship sales tools, digital content for fan engagement, women's football marketing and crisis communications.
- UEFA ↔ CAF**  
More than 20 CAF general secretaries attend online follow-up to 2018 and 2019 General Secretary Academy workshops. Agenda covers marketing and sponsorship, professionalisation, women's football development and financial management.
- UEFA ↔ 17 CAF member associations**  
17 CAF general secretaries take part in five-day General Secretary Academy in Maputo, Mozambique. Sessions focus on: governance and strategy, finance and operational management, marketing, commercial operations and communication, and football administration.



# STRATEGIC SHIFT IN FOCUS

Designed to help associations maximise their potential for developing the game, UEFA Grow's strategic support helps HatTrick funding deliver added value.

Following close consultation with national associations and an internal UEFA review, the 2020/21 season marked a shift in focus for our Grow programme. Since its establishment in 2015, Grow has provided a range of business development services to help associations manage the game – from rebranding and marketing to boosting participation levels. In future, the programme will concentrate on aligning all forms of UEFA support – in-kind and financial – with the strategic priorities set by each association, for example, directing HatTrick grants towards projects that guarantee a measurable return on investment.

In the current reporting period, Grow's expertise, which draws on data analysis and academic studies, has brought added value to two areas of long-term planning.

### Strategy

Guided by the Football Federations of the Future planning framework, UEFA has continued to assist associations in creating strategic road maps. Launched in 2019, the framework is based on the first-hand experiences of 25 associations. To date, our efforts have yielded 35 new strategies, each setting long-term goals and measurable indicators for the development of the national game in general, and the women's game specifically.

### Finance

As well as drawing on HatTrick funds to absorb the economic hit of the pandemic (see pages 48-50), our member associations have also benefitted from an expanded range of Grow financial management services:

#### 1. National association benchmarking report

Since 2005, UEFA's club licensing benchmarking report has helped raise the bar for European football's governance and regulatory structures. Building on its success, in June 2021, Grow piloted an equivalent publication examining the evolution of national association finances from 2010 to 2019 – a period of unprecedented growth in commercial and competition revenue streams for football's ecosystem.

The initial National Association Financial Benchmarking report\* sets the baseline for subsequent editions to assess the true impact of the pandemic on European associations.

While respecting confidentiality and commercial sensitivities, the report gives all 55 general secretaries and finance directors unprecedented insight into how peers structure their financial planning. They also have access to UEFA's own database through an online dashboard which is updated in real time with the latest submissions from national associations.

#### 2. Best practice financial management

A series of online meetings organised by Grow provided a forum for regional finance directors to share first-hand experiences. A second round focusing on procurement, risk management and enterprise resource planning (ERP) systems was scheduled to run from August to December 2021. The initiative complements the UEFA Academy's financial management compact course, introduced

in the same reporting period (see page 51 for more details).

#### 3. Financial management model

We have also started to develop a 'best case' management model which will facilitate targeted changes across associations' full financial cycles. In addition to the model, Grow will also offer access to useful resources such as case studies and academic presentations.

\*The report is a joint initiative between Grow, the UEFA intelligence centre (see pages 82-83) and the Top Executive Programme (TEP).



## Social return on investment (SROI)

By putting a precise monetary value on the long-term benefits of grassroots football, Grow's SROI model continues to help associations make the case for increased public and private investment – locally and nationally.

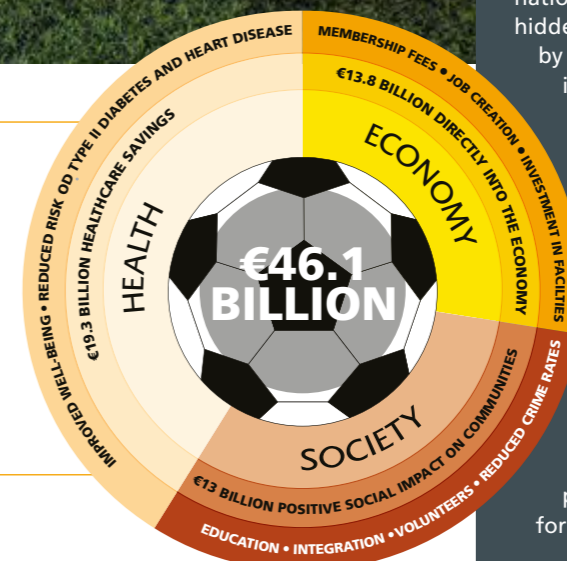
The model has been applied in 30 national associations since its introduction in 2019. On an annual basis, this shows that the European game has generated €46.1 billion in added value through a combination of in-kind healthcare savings, direct revenue and social benefits such as integration and education. During the past year, the model was also implemented directly in more than 200 grassroots clubs in Finland and Germany.

To develop the model, Grow has completed additional research in eight national associations to quantify the hidden social and economic value brought by football's army of volunteers to individuals, clubs and communities. Further research in another nine national associations examined the well-being benefits of football.

The model has earned recognition far beyond the world of football, including among other sporting bodies, United Nations agencies (for example, UNESCO and the World Health Organization) and the European Union. In the case of the EU, Grow and the European Investment Bank plan to pilot a new financial instrument for sport in Finland and Romania.

## VALUING THE SOCIAL IMPACT OF FOOTBALL PARTICIPATION IN EUROPE

9.8 million registered amateur footballers across 30 countries



# GRASSROOTS FOOTBALL FOR EVERYBODY, EVERYWHERE

By ensuring that a player's first experience of the game precipitates a lifelong love of the game, UEFA's new C coaching diploma is a game changer for grassroots football – a core component of the European sports model.



The wider benefits of grassroots football are countless, on and off the pitch. It brings communities together, promotes healthier lifestyles and teaches positive values. Above all, it takes the game to everyone, regardless of age, ability, ethnicity, gender, nationality, religion, sexual orientation or other characteristics. Multiple formats and levels cover children's football, school football, disability football, football for veterans, walking football and football for the homeless or refugees.

By prioritising the joy of participation and a love of the game over performance, grassroots football lies at the heart of

UEFA's five-year strategic vision: making our sport the most played, trusted, engaging and responsible sport in Europe. It is also the sine qua non of the European sports model, forming the first layer of football's pyramid structure. This ensures revenue generated at the top by elite professional competitions is reinvested in clubs run mainly by volunteers at the bottom.

Our commitment is enshrined in the UEFA Grassroots Charter and its overall vision: to ensure everybody, everywhere has the opportunity to play football in a safe and quality-controlled environment.

### UEFA C diploma

In July 2020, UEFA took a giant step towards raising the quality of grassroots coaching across Europe with the launch of the C diploma. This latest addition to our highly respected range of coaching certificates not only sets the standard for grassroots football; we now offer certified diplomas at every level of the game – Pro, A, B and C levels, plus specialist qualifications for youth, goalkeeper and futsal coaches.

Suitable for parents, teachers and volunteers, the C diploma provides an introduction to coaching and takes a



### Club development

During the reporting period, an expert working group created a framework to help member associations develop their own vision for grassroots club development; this is due to launch at next season's Grassroots Conference in Madrid. Roll-out will follow the same successful approach adopted for our Football in Schools and grassroots coach education programmes, and is geared towards facilitating collaboration and information sharing across European football associations. By running webinars and interactive sessions, UEFA aims to create a grassroots club development community.

minimum of 60 hours for participants to complete. Coursework, which is evenly split between on- and off-the-pitch modules, is built around four key pillars:

- 1. The coach:** creating opportunities to develop a lifelong desire to play football and remain involved in the game;
- 2. The environment:** fostering a positive atmosphere that inspires and motivates participants;
- 3. The player:** teaching grassroots players basic footballing techniques and helping them to think for themselves;
- 4. The game:** ensuring the right mix of enjoyment and development, whatever the format.

UEFA presented its C diploma at an online kick-off event attended virtually by more than 200 representatives of our member associations. The meeting laid the foundations for a European grassroots coach education network, with participants discussing how to deliver their own courses. Subsequent webinars have provided additional guidance to associations on implementing the UEFA C diploma syllabus.



### Football in Schools

As highlighted in our previous annual report, UEFA started rolling out its Football in Schools programme in 2020. Recognising the important role of schools in introducing children to football, the programme offered a total of €11 million in funding for our member associations to invest in school football over the 2020–24 period.

All 55 associations have submitted Football in Schools project plans to UEFA. Together, their pan-European impact by 2024 is expected to result in more than:

- **2.8 million children** involved in school football
- **81,000 schools** running football activities
- **63,000 schoolteachers** educated to deliver football training sessions
- **€24 million** invested in school football:
  - UEFA: €11 million
  - national associations: €6.5m+
  - governments and other institutions: €6.5m+

### iCoachKids

To complement the UEFA C diploma's roll-out, UEFA has teamed up with iCoachKids, a not-for-profit organisation, to offer a free e-learning resource which helps grassroots coaches run successful training sessions. Guided by scientific research and best practice in youth sport, the online courses represent a perfect first step into grassroots coaching and focus on three topics:

- developing effective environments for children in sport;
- child and youth-centred coaching;
- coaching children: planning, doing and reviewing.

The courses are available in English, French, Russian and Spanish, with a German version to follow.



### UEFA Grassroots Awards winners 2020

<b>BEST GRASSROOTS LEADER</b> Jessy Surmava (Georgia)	<b>BEST GRASSROOTS PROJECT</b> Etnoliga (Poland)	<b>BEST GRASSROOTS CLUB</b> Frederiksberg Boldklub (Denmark)	<b>BEST DISABILITY INITIATIVE</b> 4th Category (Italy)	<b>BEST PROFESSIONAL FOOTBALL CLUB</b> SV Werder Bremen (Germany)
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# BETTER COACHES, BETTER PLAYERS, BETTER GAME

UEFA started to implement its fourth Coaching Convention, rolling out three new coaching courses. We also introduced a new initiative encouraging a more holistic approach to fitness training.

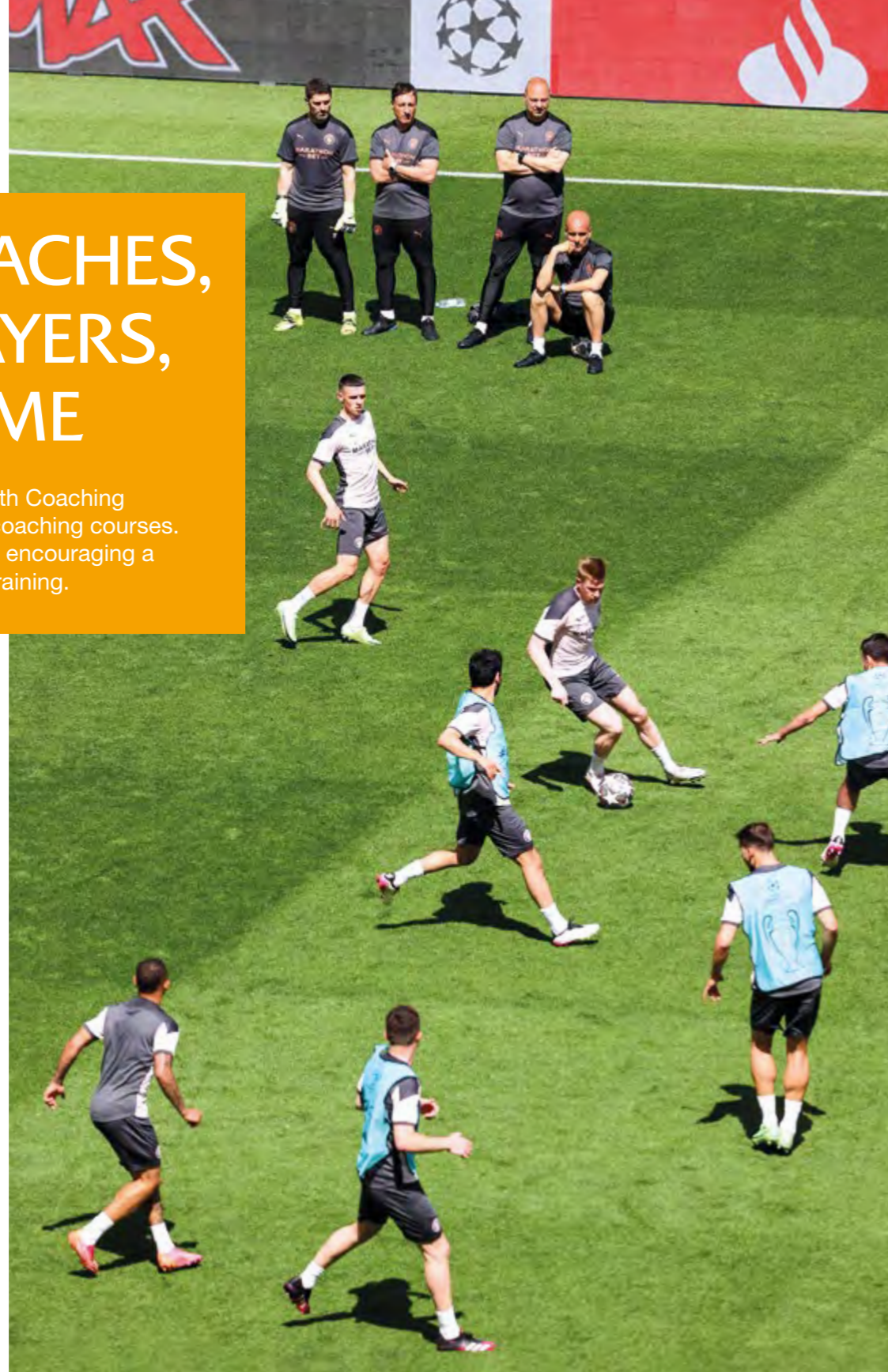
The success of UEFA's Coaching Convention since its introduction in 1998 is evidence of the critical contribution that coaches have made to the development of European football. By establishing minimum standards for coach education across all 55 associations, the convention has not only raised the quality of the continent's coaches but also of its players and competitions.

Like its predecessors, the convention's fourth edition strives to raise the bar on technical excellence across Europe, setting four key objectives for our coach education programme:

1. improving the standard of coaching courses;
2. linking education to employment by practising coaching skills in realistic situations;
3. ensuring UEFA offers a clear educational pathway for European football coaches;
4. reiterating the importance of developing a pool of skilled coach educators.

In the current reporting period, UEFA started to roll out three new coaching diplomas introduced by the latest convention: the UEFA C diploma for grassroots football coaches (see previous page) and two specialist courses for coaches working with goalkeepers and youth players:

**UEFA Goalkeeper B:** a goalkeeper coaching diploma for coaches working



predominantly at youth and senior amateur level;

**UEFA Youth B:** a youth coaching diploma for coaches leading talented youngsters from grassroots level into the amateur or elite game.

Our coach education programme endorses licences at C, B, A and Pro levels with qualifications also available for coaches in specialist categories: youth, elite youth, goalkeeper and futsal. More than 200,000 people possess valid UEFA coaching licences.

The prestigious UEFA Pro licence offers the highest coaching qualification available in European football, preparing participants for the role of head coach of elite, professional teams. To give students a first-hand insight into what it takes to coach at the top of the game, our course usually includes an exchange programme. With the pandemic limiting travel opportunities in the 2020/21 season, we organised online workshops that connected the next generation of Pro licence holders with some of Europe's most successful football coaches; they included England's Gareth Southgate, Belgium national team coach and technical director Roberto Martínez and West Ham United coach David Moyes.

### Fitness4Football

Whatever the level, all our diplomas emphasise the role of coaches in improving players' health and fitness. From January to April 2021, UEFA introduced the fitness competence framework as part of its Fitness4Football programme. Three webinars and four online best practice forums were staged, attracting more than 200 coach educators and fitness specialists from all our member associations.

The initiative encourages European coaches to take a more balanced approach to fitness training by attaching equal importance to health and nutrition. Fitness4Football will also work with associations to ensure their coach education courses align with UEFA's fitness competence framework.

### UEFA technical reports

The 2020/21 season marked the 25th anniversary of UEFA's technical reports,

which provide match and performance analysis of our club and national team competitions. Their annual insights into new trends in elite-level football are incorporated into our coach education programmes. With more than 130 reports published since their introduction in 1996, they also represent an invaluable record of how the European game has evolved over the last quarter-century.

The reports are based on the work of technical observers – often current or former coaches – tasked by UEFA with picking out key trends and innovations, in individual matches and throughout entire competitions. It is also their role to select the best players, teams and goals for each of our tournaments and competitions.

Released in print and digital formats at the end of each season, we have created a dedicated website ([uefatechnicalreports.com](http://uefatechnicalreports.com)) to ensure that any coach or player – regardless of their experience or level – can learn about the finer, technical points of the game.

In addition to the technical reports, UEFA Direct – a corporate magazine distributed quarterly to associations and stakeholders within the European football community – includes a dedicated section for coaches called The Technician. Stories and interviews give readers a behind-the-scenes perspective into coach development and coaching at the highest level: what it takes to manage club and national teams; the importance of nutrition for footballers; and the transition from playing to coaching.

## UEFA TECHNICAL OBSERVERS



Mixu Paatelainen has been a UEFA technical observer since 2014, contributing to UEFA Champions League, Europa League, EURO and U21 EURO technical reports.

### What is the role of a technical observer?

We analyse the match tactically. We look at how teams defend and how they attack, and their transitions. When a team wins the ball, are they going to build a slow or fast attack? And when they lose the ball, what's their first reaction? Are they going to press high immediately or withdraw?

We look at the goals in detail: how were they scored? We look at if there is something special in set plays. We also look at how coaches use their imagination to get an advantage and how they nullify their opponents' strengths. We choose the player of the match and highlight the best individuals from games. In tournaments, we choose the all-star squad and the best player. Additionally, we look to identify trends. How do the top teams play?

### What are the essential skills that every observer should have?

An observer needs to have experience in seeing inside the game. You look in detail – players' positions, what the first passes are when they win the ball, how they combine, how they anticipate things. And coaching decisions, such as how they change the way their team plays and tries to win the match. Many times when a reporter or a fan watches a game, they don't see these little things – whether the full-backs are a little bit higher or deeper, to give a simple example. These are things we highlight and bring to people.







# OPERATING THE GAME

## 2020/21 at a glance

- UEFA ensured its media partners could safely broadcast more than 1,000 club matches across the season.
- The Women's Champions League introduced a new brand, new partners and a new broadcast platform – all part of its overhaul for the 2021–25 cycle of UEFA's women's competitions.
- The inaugural edition of the Europa Conference League kicked off, ushering in the 2021–24 cycle of our men's club competitions.
- More than one million global fans clicked on UEFA.tv's live match streaming and video-on-demand services.
- Serbia won the second edition of the eEuropean Championship – Europe's largest national team efootball competition.

# KEEPING THE GAME SAFE AMID THE PANDEMIC

The 2020/21 campaign played out successfully with the help of UEFA's ever-evolving Return to Play Protocol.



UEFA conducted  
**184,588**  
COVID-19 tests over all  
competition matches  
(corporate events and  
site visits excluded)



of which  
**1,660**  
revealed  
positive cases.



This meant  
a negative  
testing rate of  
**99.1%**

Delivering a full season of club and national team competitions in the face of COVID-19 required robust adherence to the medical, sanitary, hygiene and operational standards laid down by UEFA in its Return to Play Protocol.

The protocol provides detailed requirements for social distancing, mask wearing and handwashing, as well as travel and accommodation policies aimed at further minimising the risk of infection and transmission. It was established in summer 2020 following the temporary halt to the 2019/20 season, during the first wave of the pandemic. UEFA has since produced several updated versions as it adjusts to the changing situation across the continent, with Version 4 published in May 2021.

As a measure of the success of the protocol, from 1 July 2020 to 11 July 2021, UEFA conducted 184,588 COVID-19 tests over all competition matches (corporate events and site visits excluded), of which 1,660 revealed positive cases – a negative testing rate of 99.1%.

As an example of the requirements put in place for teams travelling to competition matches, UEFA asked host organisers to work with local airports to create segregated walkways to maintain a safe physical distance from members of the public. The protocol also recommended two private buses per team, rather than the usual one. Regarding accommodation, it advised minimal contact between travelling squads and hotel staff, with rooms located in hotel floors or wings that were off-limits to staff and other guests. Only team members were allowed to handle luggage and equipment.

For all UEFA competitions, each venue had its own hygiene officer with knowledge of the local epidemiological situation whose task was to ensure that all the principles and appropriate hygiene measures set out in their country were correctly implemented. Competition-specific medical provisions, such as the replacement of players because of a COVID-19 infection, were relayed to team medical officers ahead of matches and tournaments.



## EURO 2020

For EURO 2020, UEFA created a specific medical operational concept to confirm and validate the framework of medical, sanitary and hygiene measures with the authorities of each host country for a tournament taking place in 11 cities across Europe. Throughout the event itself, each squad had to remain in a bubble with no contact with the public and had to take regular PCR tests.

## Responding to changing circumstances

Our Return to Play Protocol was adopted by the UEFA Executive Committee on 9 July 2020. Over the reporting period, it underwent subsequent amendments due to the changing situation across Europe: on 24 September 2020, 3 December 2020 and 5 May 2021.

### Return of fans

After virtually an entire season without fans in stadiums, UEFA oversaw the return of spectators to matches at EURO 2020. The capacity permitted in each venue depended on the projected health situation in the host country, which involved factors such as the local vaccination roll-out, plans for reopening the economy and the expected slowdown of the virus due to warmer temperatures (see pages 20-23 for details).



# CLUB COMPETITIONS USHER IN NEW ERAS

UEFA worked behind the scenes with its media rights and commercial partners to smoothly deliver operational and production services for all official matches, while also preparing for the start of new cycles in both our men's and women's club competitions.

Despite staging three European club competitions – men's and women's Champions Leagues and the Europa League – at venues subject to frequent changes in local health and travel regulations, UEFA ensured its media partners could broadcast more than 1,000 club matches during the 2020/21 season. We also provided comprehensive host broadcast services for each club competition final. Delivery required workshops and guidelines, as well as running a match command centre on

competition nights. Our match operation services also offered editorial content and digital services.

In parallel to fulfilling our media rights and broadcast commitments for the 2020/21 season, we briefed commercial partners in preparation for new cycles of our men's and women's club competitions. Due to kick off in the 2021/22 season, both attracted new broadcast and sponsorship deals, generating significant increases in their overall revenue.

**UEFA Women's Champions League: 2021–25 cycle**  
 UEFA worked closely with the European Club Association (ECA) and European clubs throughout the reporting period to centralise the sales of marketing and media rights for the new 2021–25 cycle of the Women's Champions League – part of far-reaching changes to the competition announced in 2019 to enhance its competitive balance and transform its status (see also page 46).

FINAL 2021  
 PORTO



### Media partners

In May 2021, DAZN, together with YouTube, were announced as global media rights partners for the Women's Champions League (excluding the Middle East and North Africa broadcast region and China). Under the agreement, DAZN will show all 61 matches in each of the 2021–25 editions of the competition – group stages to final – across its over-the-top (OTT) media services. For the first two seasons, all matches will be offered free-to-air on YouTube. From the start of the group stages, DAZN will also act as UEFA's official host broadcast partner.

beIN was awarded exclusive rights for broadcasting Women's Champions League matches live across the Middle East and North Africa region, as well as non-exclusive highlights and delayed rights alongside DAZN and UEFA. Matches will be available on beINSports pay channels, which reach an estimated 69 million television households across 24 countries in the region.

### Partners

The overhaul of the Women's Champions League significantly improved its appeal to partners. Pepsi, Euronics, JustEat Takeaway, Grifols, Heineken and adidas all joined existing partners Visa and Hublot. Together, they ensured that our women's football sponsorship programme, which includes commercial rights to all UEFA women's competitions, surpassed its revenue target.

### Financial distribution model

The additional revenue generated by centralised commercial and broadcast deals laid the foundations for UEFA to introduce a new financial distribution model for the 2021–25 cycle of the Women's Champions League. This aims to make European women's football more sustainable, first, by significantly increasing rewards for participating clubs and, second, by making 'solidarity' payments to all top-division clubs of national associations entering teams into the competition. Those 'solidarity' payments will be reinvested for development purposes.

In total, UEFA expects to redistribute a total €24 million – more than four times greater than the current figure – from the start of the 2021/22 season. Every club that qualifies for the Women’s Champions League will benefit from the increased rewards available, whatever stage they reach. The ‘solidarity’ payments are expected to account for almost a quarter (23%, equivalent to €5.6m) of the total amount available for redistribution.

**New look**

To further enhance the visibility of the Women’s Champions League, UEFA unveiled a new brand and logo. Several top players, including Eugenie Le Sommer, Shanice Van De Sanden, and Dzenifer Marozan, helped develop the new look. Like the men’s Champions League, the competition now has its own anthem and is sung in UEFA’s three official languages – English, French and German – by the Groot Omroepkoor (Dutch Broadcasting Choir) before each match kicks off.

**UEFA men’s club competitions: 2021–24 cycle**

The qualifying round of the first-ever Europa Conference League kicked off in July 2021, heralding a new era for UEFA men’s club competitions. With 184 clubs taking part in its inaugural edition, of which 12 had never previously played in a UEFA competition, the Conference League offers more teams and players an inspirational path to European glory.

The new competition represented the most eye-catching change as UEFA entered the 2021–24 cycle of its club competitions. However, the revised three-tier structure has brought other benefits for spectators and players and, as a result, our commercial partners. With just 32 teams qualifying for the Europa League group stages – rather than 48 in the previous edition – the level of competitiveness will be higher. Our competitions will also be more inclusive, with all 55 of Europe’s national associations guaranteed representation in at least one UEFA competition each season.

**Partners**

The majority of existing partners renewed their agreements for the Champions League and Europa League, and also signed on for the Europa Conference League.



**#WePlayStrong**

UEFA’s Together #WePlayStrong campaign, created in 2017 to shift perception levels of the women’s game among adolescent girls, launched a highly success podcast series.

The six episodes, which featured Pernille Harder, Lucy Bronze, Nadia Nadim and Megan Rapinoe and registered one million listens, put the spotlight on a range of key women’s football topics – from disparities in pay, investment and opportunities (The One Where We Don’t Deserve Equal Pay) to the impact of menstrual cycles and other health issues (The One Where We Shouldn’t Mention our Periods and Pee). The #WePlayStrong podcast is available on all major audio platforms and on YouTube.

At the Women’s Champions League final in Gothenburg, tickets for The House of WePlayStrong, which created a digital 3D space for fans to mix virtually with personalities in women’s football and sport, sold out in just 24 minutes. Participants could also enjoy competitions, games and live performances.

**“Together, we are all bringing women’s football to the world and everyone who tunes in will truly make a difference in creating something bigger.”**

*Nadine Kessler, UEFA chief of women’s football*

UEFA also welcomed new partners into its family of sponsors.

Fedex and Just Eat Takeaway.com joined the incumbent Heineken, PlayStation, PepsiCo, Mastercard, Gazprom and Expedia in the Champions League. In the Europa League and Europa Conference League, Engelbert Strauss, Just Eat Takeaway.com, Swissquote and Bwin joined the returning Heineken 0.0, Hankook and Enterprise Rent-A-Car.

**Club distribution payments**

All participating clubs stand to receive increased awards, with an estimated €2.732 billion available for distribution in the 2021/22 season. Of this sum, €2.032 billion will go to clubs competing in the Champions League and the Super Cup, €465 million to clubs taking part in the Europa League and €235 million to Europa Conference League clubs. The overall revenue forecast for 2021/22 is €3.5 billion – up from €3.25 billion in the previous season – due, in part, to the strong line-up of official partners for the 2021–24 cycle.

# eEURO 2021 MARKS SECOND STEP FORWARD

All 55 UEFA member associations were represented in the second edition of the eEuropean Championship, which concluded with Serbia's gamers taking the trophy.



eEURO semi-finalists Spain in their group match against Sweden.

The eEuropean Championship is Europe's largest national team efootball competition and its reputation continues to grow after the successful completion of the second edition in July 2021. Serbia, runners-up to Italy in the inaugural final in 2020, emerged victorious after three days of competition between 8 and 10 July, defeating Poland in the final.

eEURO 2021 featured all 55 UEFA member associations competing in a qualifying phase from which 16 teams advanced to the final tournament. The participating gamers played exclusively on Konami's eFootball PES 2021 Season Update on PlayStation 4.

## RESULTS

### Quarter-finals (best of three)

France	2-0	Portugal
Greece	1-2	Serbia
Romania	1-2	Poland
Ukraine	0-2	Spain

### Semi-finals (best of three)

France	1-2	Serbia
Poland	2-0	Spain

### Final (best of five)

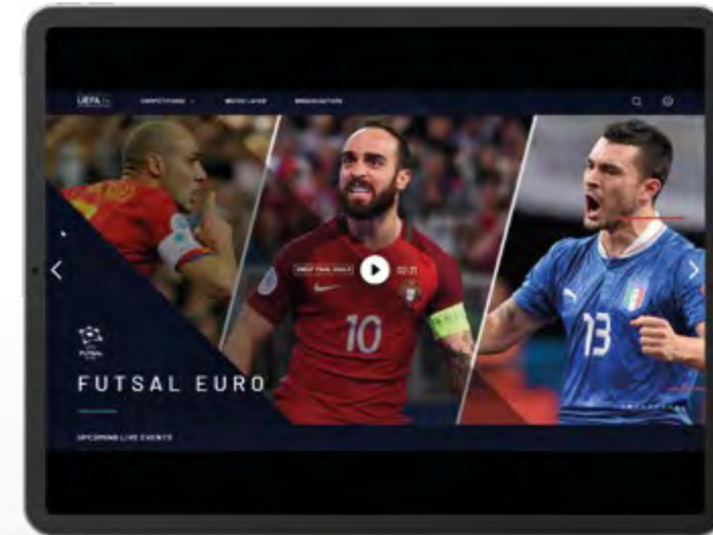
Serbia	3-1	Poland
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The finalists were drawn into four groups of four, with the top two from each group progressing to the knockout stage. The format of the group stage involved two initial fixtures, with the winning sides playing each other for the right to advance as group winners. Similarly, the two teams that lost their opening match met in their second fixture, with the losers eliminated. This left the winners of the losers' match to take on the losers of the winners' match, with the victor of this tie securing a quarter-final spot as runner-up.

Thereafter, it was a straight knockout tournament. The four group winners were each drawn against one of the runners-up in the last eight. Each match until the final was a best-of-three series, with the final itself played as a best-of-five. The teams were made up of between two and four players, though the matches were held as 1v1 contests.

Serbia were represented by the same two gamers who had reached the 2020 final – Stefan 'Kepa\_PFC' Slavković and Marko 'ASR\_ROKSA' Rokić. Beaten just once in qualifying, they defeated Greece in the quarter-finals and France in the last four to set up a final reunion with a Poland side they had overcome 3-2 in the group stage. The Serbs triumphed 3-1 to secure a first eEURO title and firmly banish the disappointment of their 2020 defeat.

The total prize money of €100,000 was split between all 16 finalists, with €40,000 awarded to the winners.



UEFA.TV

## “ALWAYS FOOTBALL, ALWAYS ON”

The continued success of UEFA.tv in hosting a variety of football content across UEFA's competitions – ranging from live match streaming to video on demand – has yielded an ever greater number of fan registrations in markets worldwide.

UEFA.tv went from strength to strength during the reporting period, experiencing impressive growth both in terms of new fan registrations and overall viewership. A total of 1.4 million new fan accounts were generated, while the platform also clocked up more than 19 million video views and 332 million total minutes watched, a year-on-year increase exceeding 300%.

The platform hosted streams of 328 live matches along with 11 official draws for

nine UEFA competitions (men's Champions League, Europa League, Super Cup, Youth League, Women's Champions League, Nations League, European Qualifiers, Futsal Champions League, European Under-21 Championship). We also produced 2,750 videos on demand, featuring match highlights and reruns, compilations, archive footage, and original programming such as the Man in the Middle series (see page 41).



### Video on demand

- **Views:** 12.7 million total views
- **Top 5 markets:** Japan (39%), Thailand (14%), Canada (3%), United States (3%), UK (3%)



### Live streaming – key metrics

- **Views:** 6.6 million live video views
- **Top 5 markets:** Thailand (37%), Japan (21%), Spain (8%), Canada (7%), France (3%)

## Live Champions League and Europa League streaming in Japan and Southeast Asia

For the 2020/21 season, UEFA.tv live-streamed men's Champions League and Europa League matches to Japanese (group stage) and Southeast Asian audiences (group and knockout stages).

- **Coverage:** 71 Champions League and Europa League matches streamed live in Japan, Thailand, Cambodia and Laos
- **Views:** 3.2 million live streaming views; 43-minute average view duration
- **Most watched match:** Manchester City FC v Chelsea FC in the Champions League final attracted 375,000 live views with a more than 50-minute average view duration

## UEFA.tv EURO 2020 coverage

- **Views:** 1.5 million video-on-demand views with an average duration of 5 minutes 50 seconds
- **Registration:** more than 200,000 new verified registrations
- **Mobile devices:** accounted for more than 75% of video views
- **Top three markets\* by viewership:** Thailand, Japan and Canada

(\*all markets in which UEFA.tv has delivered live streaming of flagship competitions)



# GOVERNING THE GAME

## 2020/21 at a glance

- UEFA started developing a football sustainability strategy, based on seven human rights and four environmental policies.
- We signed up to the European Union's Green Deal and partnered with the United Nations and UNHCR, two key drivers of the global agenda on human rights and sustainability.
- Over three million people supported Sign for an Equal Game, our EURO 2020 anti-discrimination campaign.
- The UEFA Foundation for Children named Ivan Rakitić of Croatia and France's Eugénie Le Sommer as its first official ambassadors.
- UEFA's club licensing benchmarking report provided a detailed insight into the pandemic's financial impact on European football.
- Our Executive Committee increased UEFA resources available to fight match-fixing in European football.

# MAKING FOOTBALL SUSTAINABLE

UEFA paved the way for football to address social and environmental concerns by adding a Responsibility pillar to its overall strategy and creating a dedicated division.

In 2021, recognising the urgent need to address global sustainability challenges, we started to raise our game: first, by creating a football social responsibility (FSR) division; second, with the Executive Committee's decision to add a fifth pillar, called Responsibility, to UEFA's 2019–24 vision for European football – Together for the Future of Football.

Guided by the new pillar and its Fair Play and Social Responsibility Committee, UEFA is developing a new FSR strategy. It will be based on 11 policies (see graphic), each with clear targets and key performance indicators. From the 2022/23 season, we will introduce a data-driven reporting process.

Establishing a common set of goals will help to drive progress across the wider football community, in particular through our member associations. As a first step, we have made eligibility for our annual football social responsibility grants dependent on associations appointing a dedicated sustainability manager by 2022 and introducing a FSR strategy by 2023.

To ensure implementation of the new strategy complements the efforts of multinational organisations already working at the forefront of human rights and sustainability, in 2020/21, we signed bilateral agreements with the United Nations and the United Nations High Commissioner for Refugees. These followed a 2018 memorandum of understanding with the Council of Europe, in which our two bodies agreed to implement common strategies in areas of shared interest.


Additionally, in December 2020, the UEFA president announced UEFA's support for the European Climate Pact – a European Union request for organisations to contribute to its Green Deal vision of an economy with net-zero greenhouse gas emissions by 2050.

### Helping society's vulnerable

Europe-wide health restrictions and national lockdowns inevitably limited football social responsibility activities during the reporting period. As such, many of the 46 FSR projects approved for UEFA funding in the 2020/21 season will assist society's more vulnerable, often impacted disproportionately by the pandemic's fallout.



Together with TikTok, the Sign for an Equal Game campaign mobilised millions of fans against discrimination and racism during the UEFA EURO 2020 tournament.

 **877,147,249**  
Online campaign reach

 **3,482,864**  
Online signatures

 **1,000,000,000**  
Equal Game # uses  
(best ever corporate campaign for TikTok)



 **Anti-racism** **0.7%**

**Monitoring matches:** UEFA and its network of Fare (Football Against Racism in Europe) match observers monitored club and national team competitions, including the EURO 2020 final tournament, for discrimination. Any type of discriminatory behaviour was reported to UEFA's independent Control, Ethics and Disciplinary Body, which imposed ten sanctions across almost 1400 matches (equivalent to 0.7%). Twenty-five national associations also took part in seminars to explore ways of enhancing the Europe-wide monitoring system, in particular, by establishing a confidential channel to report actions of discrimination at UEFA events.

**Anti-discrimination film:** an estimated 15 million people watched Outraged,

a UEFA-produced documentary in which some of football's biggest names, past and present, share first-hand experiences and perspectives on four areas of discrimination: homophobia, racism, refugee integration and sexism. Broadcast on UEFA.tv and available through 177 television networks, the film received 17 internationally recognised awards.

 **Child and youth protection** **834**

**Child safeguarding:** UEFA's child safeguarding platform trains individuals in the European football community who work with children and raises awareness about the risk of abuse. A total of 834 coaches completed our training module; all 55 associations appointed a dedicated focal point; and, another ten introduced policies. **Keeping Children Safe coalition:** UEFA attended the coalition's 2020 summit. This brought together a network of

organisations, ranging from non-profits to sports clubs and schools, dedicated to establishing clear global standards to protect children from abuse.

 **Equality and inclusion** **3.48**

**#EqualGame:** since its launch in 2017/18, #EqualGame has promoted UEFA's vision that everyone should be able to enjoy football. By recounting first person stories of equality and respect, the campaign has helped raise awareness of football's role in breaking down social barriers and strengthening communities. **Sign for an Equal Game:** during EURO 2020, UEFA asked every member of Europe's football community, from players to fans, to express opposition to discrimination in the game by creating a digital signature card on equalgame.com. Following in the footsteps of Matthijs de Ligt, João Félix, Pernille Harder, Moise Kean, Paul Pogba and Jadon Sancho, 3.48 million people shared their signatures on social media.

**Diversity and inclusion survey:** UEFA conducted a confidential survey to evaluate diversity and inclusion in the workplace. Almost three-quarters of employees responded; results will help shape the FSR division's approach inside UEFA. **Equal pay audit:** UEFA introduced a scheme to help reduce wage gaps between male and female employees.



Outraged, a UEFA documentary tackling discrimination in football, has been viewed by 15 million people.



Human rights and the environment lie at the heart of UEFA's football sustainability strategy.

**Football for all abilities** 11

**Accessibility:** UEFA continued to work with its partner CAFE (Centre for Access to Football in Europe) to improve accessibility of football stadium facilities for people with disabilities and establish networks of disabled supporter groups. In total, we assessed services at 103 clubs and stadiums, while all 11 EURO 2020 venues offered disabled spectator guides and audio-descriptive commentaries (see page 16).

**Playing opportunities:** UEFA collaborated with six European disability football associations and 48 national associations to increase playing opportunities for people with disabilities. This included training for more than 100 referees and coaches to work with visually impaired and blind players.

**Health and well-being** 28

**EURO 2020:** UEFA ran the Respect Your Health programme to protect stadium users from exposure to second-hand smoke, promote responsible consumption of alcohol and encourage fans to eat healthy foods and be active.

**World Heart Day:** UEFA and 28 member associations helped raise public awareness of cardiovascular diseases, including their prevention and global impact.

**#FeelWellPlayWell programme:** UEFA started plans for a communication campaign that will invite European football's national team coaches to raise awareness about the importance of making healthy choices – particularly on nutrition, physical activity, substance abuse and mental health.



UEFA and 28 member associations supported World Heart Day 2020.

**Refugee support** 6

**UNHCR:** UEFA signed a cooperation protocol to support its long-term commitment to using football to support refugees' social integration.

**Refugee grants:** we celebrated World Refugee Day by announcing the six winners of our annual refugee grants – Armenia, Bulgaria, Croatia, Finland, Northern Ireland and Wales. The funds will support projects that are helping refugees settle into new communities and overcome any trauma they have endured.

**Solidarity and rights** 47

**HatTrick development programme:** UEFA's EURO revenue helped associations fund 47 football social responsibility projects in 2020/21, which together will contribute to all 11 of our policy targets for 2030. These included two grants to the Croatian Football Federation and the Football Association of Wales to repair infrastructure damaged by natural disasters.

**International Committee of the Red Cross:** we used football's global visibility to support a campaign raising awareness of the dangers faced by surgeons, nurses and health carers working in the world's conflict zones.

**2022 FIFA World Cup:** responding to requests from several national associations, UEFA established a working group to examine human rights issues in Qatar ahead of the 2022 FIFA World Cup. Based on dialogue with independent international organisations and the local organising committee, the group has made several recommendations on human rights.

**Timeline**

- December 2020**
  - Support for EU Green Deal
  - UEFA joins European Climate Pact
  - Launch of Outraged
- January 2021**
  - Creation of UEFA's football social responsibility division
  - Memorandum of understanding signed with United Nations Office at Geneva
- March 2021**
  - Launch of Cleaner Air Better Game
- April 2021**
  - Responsibility pillar added to UEFA's five-year strategy Together for the Future of Football
- May 2021**
  - Memorandum of understanding with UNHCR to support refugees
- July 2021**
  - UEFA Executive Committee approves Human Rights Commitment
  - Reform of UEFA HatTrick eligibility regulations – associations must appoint a dedicated sustainability manager by 2022 to remain eligible for annual football social responsibility grants
- June 2021**
  - Launch of Sign for an Equal Game, UEFA's official EURO 2020 campaign

The Cleaner Air, Better Game public awareness campaign ran during the U21 EURO.



**Circular economy** 500

**Waste management:** UEFA started to introduce principles of the circular economy – a new model of production and consumption limiting waste to a minimum – into its event management. 500 square metres of signage fabric was repurposed for the Women's Champions League final, while we are working with our commercial partner PepsiCo to extend the life cycle of food and drink products at UEFA's events.

**Climate and advocacy** 425k

**Carbon compensation:** UEFA implemented several projects, such as investing in renewable energy sources and sustainable development projects. By offsetting 425,000 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), we ensured EURO 2020 and all of our 2020/21 final matches were carbon-neutral.

**Cleaner Air, Better Game:** as part of our commitment to the EU's Green Deal, we ran a public awareness campaign during the European Under-21 Championship finals in Hungary and Slovenia to highlight the threat to public health of air pollution. The FSR division started working to update governance aspects with the objective of enhancing environmental impact management across all UEFA's activities.

**Event sustainability** 70

**EURO 2020:** UEFA collaborated in improving the sustainability of EURO 2020, including mitigating its impact on climate and accessibility (see pages 18-19).

**EURO 2024:** UEFA and the German Football Association (DFB) revealed plans for more than 70 activities that will set new standards for staging environmentally sustainable sporting events.

**Sustainable event management system:** UEFA committed to establishing a common benchmark, based on internationally recognised standards, for measuring the environmental and social impact of our competitions. National associations and clubs will be able to apply the system to their own events.

**Infrastructure sustainability** 33

**Football infrastructures guide:** we announced plans to create a guide to serve as a best practice reference for national associations, clubs and other organisations planning new infrastructure projects. The guide will cover 33 different subjects.





# HOPE AND UNITY

The UEFA Foundation for Children showcased the good that football can do through its support for over 50 projects worldwide.

The activities of the UEFA Foundation for Children serve to highlight football's most positive values, such as respect, unity and solidarity – and this last year was no different. During the 2020/21 period, the foundation granted almost €5 million to new or existing projects in line with its core missions: to protect children's fundamental rights; support children with disabilities; promote education, personal development and access to sport; encourage the integration of minorities; and ensure protection for victims of conflicts.

Overall, 55 non-governmental organisation (NGO) projects were selected for financial support – 24 in Europe, 16 in Africa, eight in the Americas, six in Asia, and one in Oceania. A further 19 UEFA Foundation for Children awards were allocated to charity organisations in Europe, and three new pitch constructions were undertaken in partnership with Lay's potato crisp company.

State Social University. These courses are designed to train the participants in organising mini-football lessons for children with Down's syndrome.

Syndrome of Love uses football to stimulate the physical development of children with Down's syndrome and improve their communication and social skills. The project leaders wish to popularise sports among youngsters with Down's syndrome and their families, and to create a friendly, tolerant environment that promotes equal rights and opportunities. In Russia, there is a distinct lack of clubs, coaches, methods and conditions that encourage children with learning difficulties to engage in sports, hence the project's additional significance in raising awareness at government level of the importance of sports development for children with Down's syndrome, along with increased tolerance of the condition.

## Syndrome of Love

Working with partner organisation Syndrome of Love, the foundation supported the Football for Children with Down's syndrome project in Russia, a groundbreaking initiative that teaches children and teenagers living with the condition how to play as a team.

The project began in 2015 when charitable foundations Syndrome of Love and Downside Up began teaching football to youngsters with Down's syndrome in Moscow. It subsequently spread to 12 other major Russian cities, enabling almost 200 participants to benefit from regular football lessons. As well as organising mini-football competitions and training camps for children, the project has helped 15 coaches to enrol in professional development courses at the Russian



Using football to change children's lives since 2015

**333**  
projects  
organised/funded

**106**  
UEFA Foundation for  
Children awards

**119**  
countries  
reached globally

**1.8 million**  
children  
receiving help

**26,922**  
children given  
the chance to  
attend a match

**64**  
stadiums built  
or renovated



The UEFA Foundation is giving Russian children with Down's syndrome more opportunities to play football.

## Children's art adorns Super Cup ball

There was something unique about the match ball for the 2020 UEFA Super Cup match between FC Bayern München and Sevilla FC in Budapest – instead of the familiar patchwork of colours, it was decorated with 18 children's drawings.



These were the winning entries from a contest jointly organised by the UEFA Foundation for Children and ten partner organisations, in which children were encouraged to submit artwork showing what football meant to them. UEFA president Aleksander Čeferin, chairman of the foundation's board of trustees, selected the best designs from more than 200 entries. The nine successful artists came from the Czech Republic, Germany, Hungary, Lithuania, the Netherlands, Portugal, Slovenia, Spain and Switzerland.

"It was inspiring to see all the excellent drawings and hear the stories of the children," the UEFA president said. "I hope that the joy they feel by seeing their artwork on the ball for such an important match will motivate them not only to play football, but also to follow their dreams."

## Rakitić and Le Sommer take ambassadorial roles

The UEFA Foundation for Children appointed its first two official football ambassadors in 2021. Sevilla FC midfielder and former Croatia international Ivan Rakitić and France

and Olympic Lyonnais Féminin forward Eugénie Le Sommer will both help to raise awareness of the foundation's activities and promote the good work undertaken by the organisation to

help improve the lives of children worldwide.

"I'm really happy about it," said Rakitić. "The fact I am a father of two girls means that I know and understand how important it is to see that smile on children's faces."

Le Sommer, who organises all-girl football camps in her home country, added: "Education is important to me and is something I want to get involved in. Today we need to send young people the right messages that will inevitably have an impact throughout their lives. I also want to share my passion for football by helping those in need in any way."



# UEFA STEPS UP FIGHT AGAINST MATCH-FIXING

Lessons from a feasibility study have led to a new action plan focused on preventative measures and collaboration, in particular with national association integrity officers and public authorities.

We took significant strides during the reporting period in our mission to protect European football from match-fixing, with the completion of an independent feasibility study and the subsequent launch of an action plan.

The study, published in December 2020, identified the need for improved intelligence, investigation and prevention measures. In response, the Executive Committee decided in July 2021 to commit more resources both to combat match-fixing and further develop our specialist internal unit of experts. Implementation of the plan's ambitious recommendations in full will require several seasons.

However, we have made early progress both by strengthening cooperation with relevant local and international authorities and increasing our support for key stakeholders, particularly integrity officers working at our member associations.

Integrity officers perform a vital role in investigating suspected match-fixing in their countries and liaising between football authorities and state law enforcement agencies. They also exchange information and experience with UEFA

regarding the prosecution of corrupt or criminal practices affecting football, monitor local disciplinary proceedings, and manage a local education and prevention programme. New and more regular training opportunities are planned to further consolidate our European network of integrity officers.

## Prevention

As part of its prevention strategy, we have reinforced our efforts to raise awareness both through introducing dedicated education and training programmes, and asking public authorities, international organisations and the betting industry to prioritise anti-match-fixing. Plans are also in place to better leverage technology to signpost potential integrity concerns earlier, upgrade our reporting mechanisms and increase the number of skilled staff available to fight match-fixing in football.

To disrupt organised crime operations targeting football matches and competitions in Europe, we are improving collaboration with law enforcement agencies, in particular providing the specialist knowledge required to investigate match-fixing cases.

## Global approach to betting

The feasibility study also recommended reviewing UEFA's betting policy. In November 2021, UEFA strengthened the relationship with its main integrity partner for more than a decade, establishing Sportradar as our authorised collector and distributor of data for betting purposes. From 2021/22, Sportradar will handle betting data for 1,550 matches across a three-season period.

The agreement will allow us to engage more openly with the sports betting sector. It ensures improved access to market intelligence and increased support – both from a sports integrity and a commercial perspective.

## Anti-match-fixing activities at EURO 2020

### Two-pronged approach

EURO 2020 was seen as a major opportunity to further raise awareness of match-fixing, build capacity among and between all relevant stakeholders (from the football community to law enforcement authorities), and promote transnational cooperation. Our efforts to prevent potential match-fixing at the tournament were based on two pillars:



### 1. Education and prevention

Approximately 600 participating players were briefed by their national integrity officers ahead of the tournament, while dedicated sessions were also held for all on-field and video assistant referees. The content of the awareness sessions had been tailored ahead of the event as part of an action plan which favoured pre-emptive surveillance and deterrence.



### 2. Monitoring and intelligence

In coordination with the Council of Europe, UEFA established the Anti-Match-Fixing Assessment Group dedicated to monitoring EURO 2020 and supporting UEFA in addressing any integrity-related concerns. The group comprised representatives of UEFA, the Council of Europe, six host countries belonging to the Network of National Platforms (the so-called Group of Copenhagen), Europol, and Interpol. Our anti-match-fixing unit also worked with various betting monitoring organisations, notably Sportradar, the International Betting Integrity Association and the Global Lottery Monitoring System.

Based on the collection and analysis of all relevant information (for example, betting monitoring reports, intelligence about activities on and off the pitch), all 51 matches played at EURO 2020 were categorised as 'not suspicious'.

# COUNTERBALANCING FOOTBALL'S FINANCIAL CRISIS

In challenging times, UEFA's robust balance sheet brought tremendous security to European football, allowing us to support clubs and member associations.

By successfully delivering EURO 2020, safely allowing fans back into stadiums and completing all scheduled competitions, UEFA generated €5.7 billion in revenue in 2020/21 – a €2.7 billion increase on the previous reporting period.

Several factors contributed to our highest ever revenue in a European Championship season:

- full recognition of revenue from the postponed EURO tournament in the 2020/21 financial year;
- returning Champions League, Europa League and Super Cup revenue to near pre-pandemic levels;
- further benefits taken from centralising European Qualifiers and introducing the Nations League.

Cost-cutting measures, which mitigated the pandemic's financial impact, also played a part, delivering cumulative savings of €57 million. For EURO 2020, we counterbalanced the cost of implementing safety measures across 11 venues by switching to stadiums that optimised ticketing revenue. Closer to home, we swapped on-site training programmes for digital formats.

### Football's hour of need

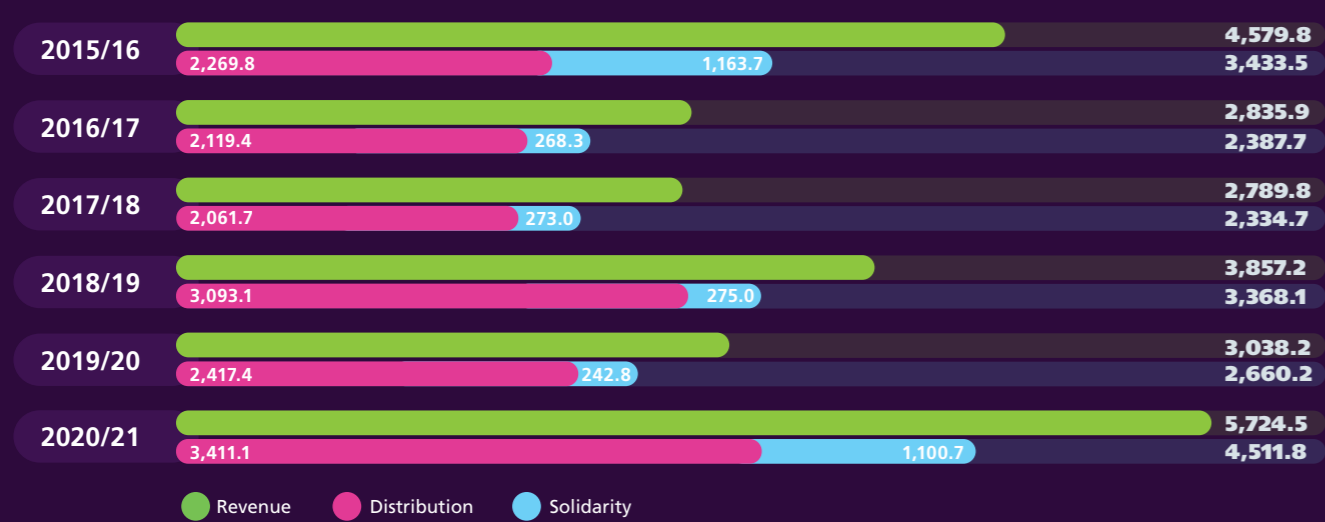
Our strong financial performance, together with the availability of cash reserves, provided firm foundations to support European football in its hour of need. Advance payments helped clubs to cover revenue losses, while EURO distribution payments to participating associations still increased by

€30 million – despite lower tournament revenue. We also channelled an additional €165 million to football development projects through our HatTrick development programme – UEFA's primary mechanism for reinvesting EURO revenue in the game.

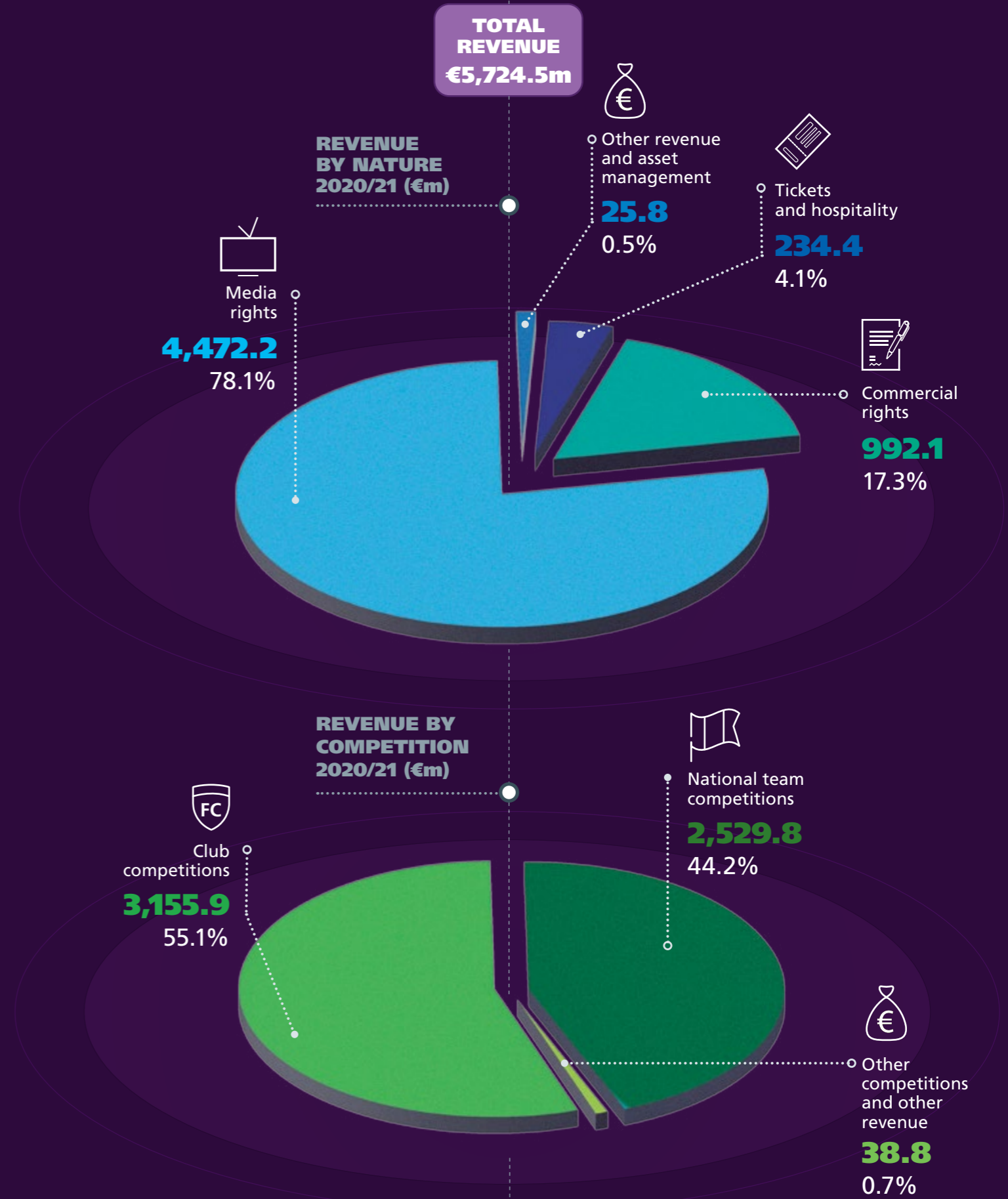
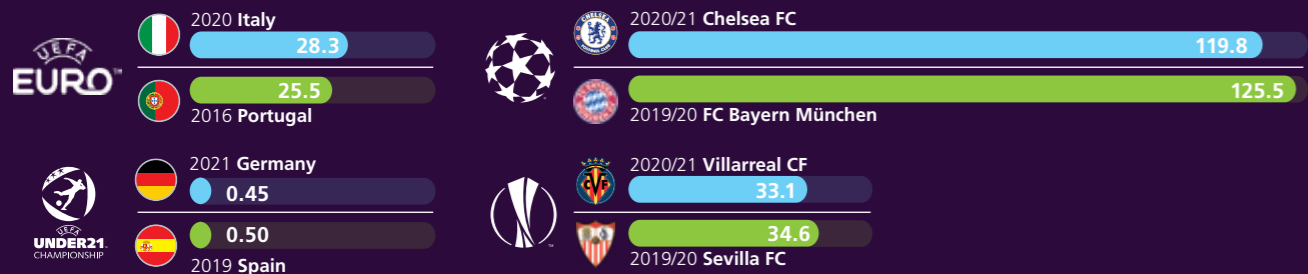
### Short-term costs

These decisions demonstrated UEFA's long-term commitment to helping associations overcome football's grave financial crisis, but they carried a short-term price. Reserves will drop below the €500 million endorsed by the UEFA Congress. By reassessing budgetary targets, however, and progressively drawing on net takings from future tournaments, we will maintain pre-pandemic investment levels in football development.

## Revenue in relation to total distribution and solidarity (€m)



## Money distributed (€m)



# COUNTING THE COST OF THE PANDEMIC

UEFA continues to assess the financial impact of the disruption caused by COVID-19, with its financial forecasting models pivotal in providing the data required for an evidence-based response.

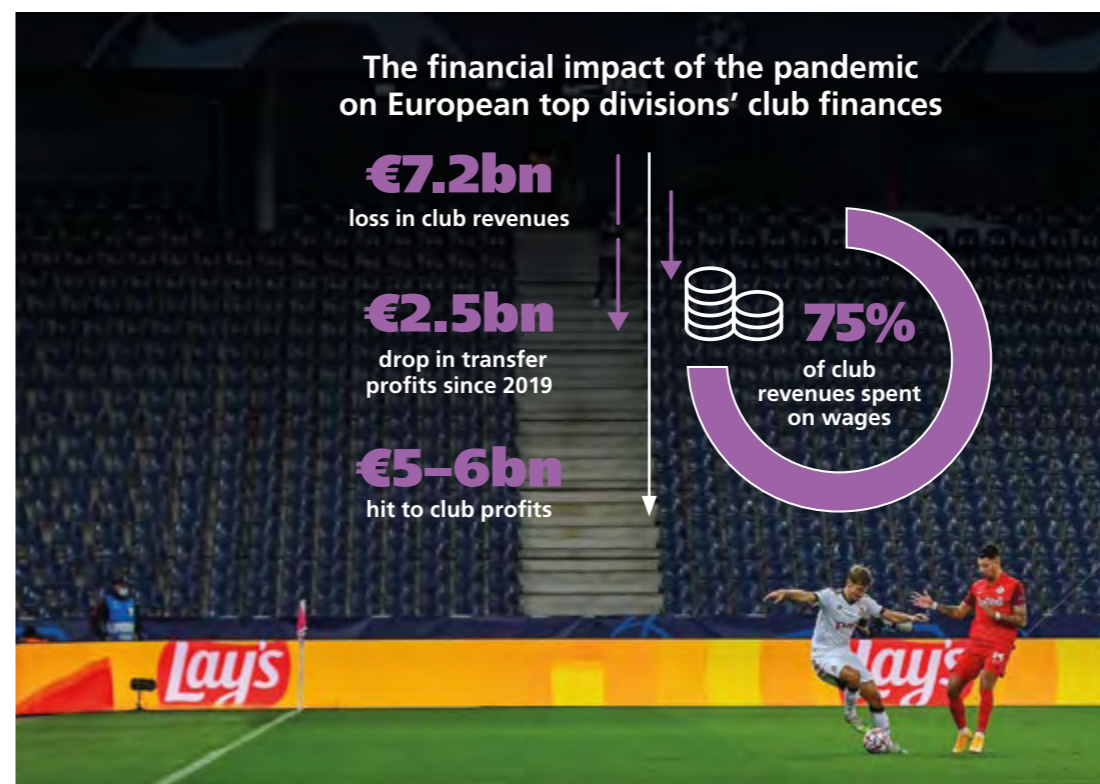
The importance of data in football governance was more evident than ever during the 2020/21 season. This was a period, after all, when the sport was recovering from the temporary suspension of almost all European football competitions in the face of the COVID-19 pandemic – and the accompanying impact on club finances.

The latest edition of the European Club Footballing Landscape – UEFA’s annual club licensing benchmarking report – offered a notable measure of that impact. It showed the extent to which club

finances had been affected, with interruptions to season calendars and restrictions on spectators in stadiums denting matchday revenues as well as broadcasting and sponsorship deals. Many contracts were terminated or renegotiated, leaving an unanticipated hole in club revenues. Player development was hindered too.

UEFA’s intelligence centre – author of the benchmarking report – used data from Europe’s top-flight teams to build a financial forecasting model that could assess the scale of damage to club finances.

Results indicated that clubs at all levels of European football lost a cumulative €8.7 billion in potential revenue for the 2019/20 and 2020/21 financial years. Of this total, top-flight clubs accounted for €7.2 billion; the corresponding figure for lower-division professional football was €1.5 billion. On a brighter note, the report showed how UEFA’s decision to postpone EURO 2020 allowed clubs in the major top divisions to successfully conclude their domestic league and cup competitions in 2020, thereby avoiding an estimated €2 billion in additional losses through contractual penalties and rebates.



The intelligence centre’s predictive data modelling work also played a crucial role in guiding our response to the financial crisis, supporting strategic planning and policymaking across our organisation. It also informed the UEFA Executive Committee and stakeholder working groups in decision-making regarding financial fair play regulations.



Recognising the challenges that clubs now face, UEFA consulted with stakeholders throughout the reporting period on how to future-proof European football’s financial sustainability systems and regulations. The inflexible nature of clubs’ cost structures, particularly player wages, has led to difficulties in making the necessary cost savings and efficiencies. With transfer activity down – transfer spending in the summer of 2020 dropped by an estimated 39% compared with the summer of 2019 – many clubs had to seek additional cash injections. The level of equity injection necessary to keep clubs solvent has raised important questions about the immediate future of club sustainability and governance.

UEFA is in the process of adapting its club licensing and financial fair play regulations to the current economic climate. The new system will improve the timeliness of assessments and will ensure clubs continue to be well positioned to withstand future financial shocks; this will require tighter cost control and more regular assessments of overdue payables.

## UEFA INTELLIGENCE CENTRE

### Football development: the role of big data

UEFA’s intelligence centre was set up in 2017 to support strategic planning and policymaking, both for European football’s governing body and its stakeholders, by providing a range of technical, scientific, financial and commercial analysis and data.

In 2020/21, the centre facilitated evidence-based decisions in three important areas of UEFA’s overall mission:

- 1. Women’s football development:** construction of a strategic data landscape to guide the implementation of Time for Action, UEFA’s long-term strategy for women’s football.
- 2. Grassroots football investment:** development of machine-learning tools that can provide a first view of the number and location of football pitches across Europe. Through the use of custom algorithms, this mapping work can be achieved in a fraction of the time required by more traditional methods.
- 3. Player workload analysis:** our analysis of player workload across Europe, linked to squad usage, competition structure and the number of fixtures, continues to inform high-level UEFA discussions with stakeholders. For example, an assessment of more than 2,700 footballers compares career outcomes, success factors, loan usage and player mobility.

# CONNECTING OUR COMMUNITY

Since UEFA's move to Nyon in 1995, the governing body has fostered strong links with the western Swiss town and the local sporting community. For the past decade, this relationship has been reinforced by UEFA's management of the town's Colovray sports centre.

Opened in 1991, the impressive Colovray sporting complex located opposite our main headquarters includes a 4,000-capacity football stadium, grass and artificial pitches, track and field facilities and a restaurant. It is home to Swiss third-tier club Stade Nyonnais and has hosted several European competition tournaments and finals – most notably, the UEFA Youth League's final phase since 2014. Colovray also serves as a venue for UEFA's educational programmes for referees and coaches, among others, as well as a pre-season and pre-tournament training base for clubs and national teams.

We took over management of the Colovray facilities in April 2010 after signing a cooperation agreement with Nyon's municipal authorities. Under the agreement, various long-term ownership rights at the site passed into our hands. The agreement consolidated UEFA's sporting and social bond with its home town – it meant that first-rate sports facilities were available not only to the people of Nyon, but also to UEFA and its member associations. Considerable development work has been undertaken by UEFA since 2010 to keep the facilities in tune with the times.

"UEFA has managed the Colovray sports centre for ten years now, and Nyon considers itself to be very lucky in this respect," says Nyon's mayor, Daniel Rossellat. "The sports clubs which are active at Colovray are pleased with the investments made by UEFA – as are the spectators who come to watch the competitions."



## Vaccination centre at Colovray

Colovray found a new, temporary use amid the COVID-19 pandemic in spring 2021. As the delayed EURO 2020 finals approached, it became a vaccination centre for UEFA staff, set up in just three days by various UEFA units and the Synlab testing laboratory medical team.

UEFA was the first company in Switzerland allowed to organise vaccination for staff members by following strict safety guidelines. All staff wishing to be vaccinated were protected at a crucial moment – especially those travelling to EURO host venues or working on the Nyon campus, the hub of the tournament operations.



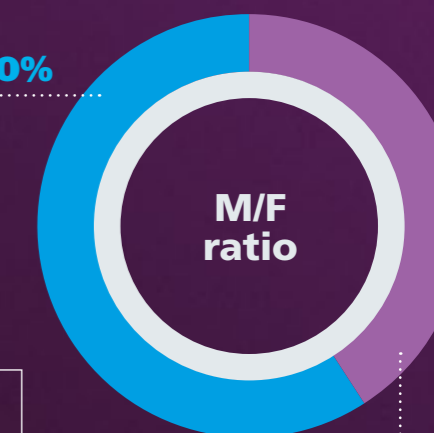
## GENERAL STAFF INFORMATION\*

Men Women



60%

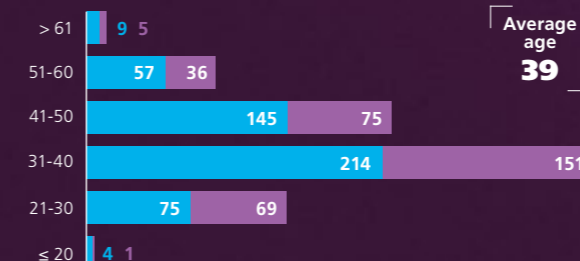
565  
open-ended  
contracts



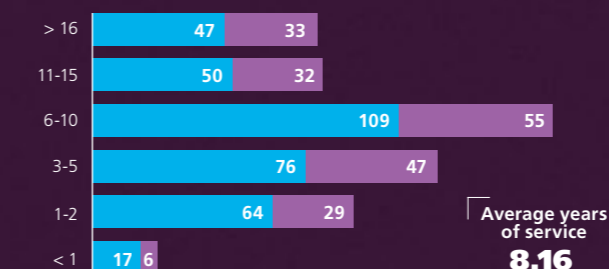
247  
staff

40%

## AGE



## YEARS OF SERVICE (open-ended contracts)



## 50 NATIONALITIES



\*as at 30 June 2021



# UEFA EXECUTIVE COMMITTEE

## President



**Aleksander Čeferin**  
FIFA vice-president  
(Slovenia)

## Vice-presidents



**Karl-Erik Nilsson**  
First vice-president  
(Sweden)



**Sándor Csányi**  
FIFA vice-president  
(Hungary)



**Fernando Gomes**  
(Portugal)



**Luis Rubiales**  
(Spain)



**Zbigniew Boniek**  
(Poland)



**David Gill**  
Treasurer  
(England)

## Members



**Armand Duka**  
(Albania)



**Alexander Dyukov**  
(Russia)



**Gabriele Gravina**  
(Italy)



**Florence Hardouin**  
(France)



**Rainer Koch**  
(Germany)



**Jesper Møller Christensen**  
(Denmark)



**Andrii Pavelko**  
(Ukraine)



**Just Spee**  
(Netherlands)



**Davor Šuker**  
(Croatia)



**Servet Yardımcı**  
(Turkey)



**Nasser Al-Khelaifi**  
(European Club Association/ECA)



**Karl-Heinz Rummenigge**  
(European Club Association/ECA)



**Javier Tebas**  
(European Leagues/EL)

## FIFA Council - European members



**David Martin**  
FIFA vice-president  
(Northern Ireland)



**Răzvan Burleanu**  
(Romania)



**Evelina Christillin**  
(Italy)



**Georgios Koumas**  
(Cyprus)



**Noël Le Graët**  
(France)



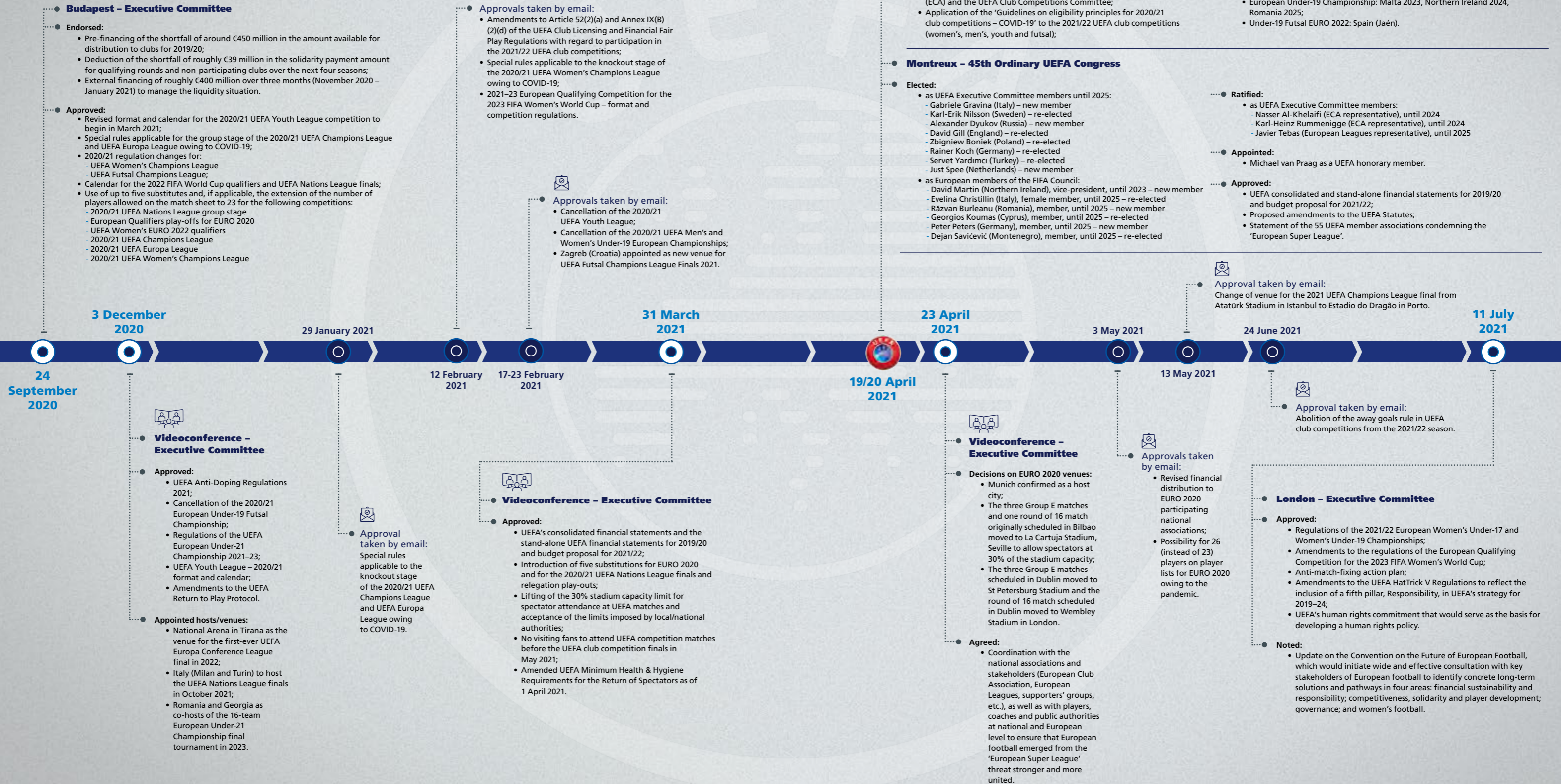
**Peter Peters**  
(Germany)



**Dejan Savićević**  
(Montenegro)



## KEY DECISIONS IN 2020/21 BY THE UEFA CONGRESS AND EXECUTIVE COMMITTEE



### Professional Football Strategy Council (PFSC)

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

### Governance and Compliance Committee

<b>Chairman</b>	Herbert Hübel (Austria)
<b>Members</b>	Marco Casagrande (Finland) Charles Deguara (Malta – independent member) Kadir Kardaş (Turkey) José Juan Pintó Sala (Spain – independent member) Polina Yumasheva (Russia)

Meeting: 17 November 2020

### Compensation Committee

<b>Chairman</b>	David Gill (England)
<b>Members</b>	Herbert Hübel (Austria) José Juan Pintó Sala (Spain – independent member)
<b>Consultant</b>	Stephan Hostettler (Switzerland – HCM International Ltd)

Meetings: 3 November 2020, 30 June 2021 by videoconference

### National Associations Committee

<b>Chairman</b>	Servet Yardımcı (Turkey)
<b>Deputy chairman</b>	Fernando Gomes (Portugal)
<b>Deputy chairman</b>	Davor Šuker (Croatia)
<b>1st vice-chairman</b>	Alexander Dyukov (Russia)
<b>2nd vice-chairman</b>	Hugo Quaderer (Liechtenstein)
<b>3rd vice-chairman</b>	
<b>4th vice-chairman</b>	Moshe Zuares (Israel)

<b>Members</b>	Azamat Aitkhozhin (Kazakhstan) Jane Bateman (England) Dennis Beiso (Gibraltar) François Bigot (France) Pal Bjerketvedt (Norway) Dominique Blanc (Switzerland) Peter Bossaert (Belgium) Alexandros Dedes (Greece) Jorge Mowinckel (Spain) Patrick Nelson (Northern Ireland) Armen Nikoghosyan (Armenia) Leonid Oleiniccenco (Moldova) Peter Palenčik (Slovakia) Muamed Sejdić (North Macedonia) Magdalena Urbanska (Poland) Bjorn Vassallo (Malta) Radu Visan (Romania)
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Co-opted member Alan McRae (Scotland)

Meetings: 20 November 2020, 31 May 2021 by videoconference

Member who left this committee during the 2020/21 season: Slaviša Kokeza (Serbia)

### Finance Committee

<b>Chairman</b>	David Gill (England)
<b>Members</b>	Sándor Csányi (Hungary) Ari Lahti (Finland)

Meetings: 17 September 2020, 25 November 2020, 9 March 2021, 10 June 2021 by videoconference

Member who left this committee during the 2020/21 season: Michele Uva (Italy)

### Referees Committee

<b>Chairman</b>	Roberto Rosetti (UEFA Chief Refereeing Officer)
<b>Deputy chairman</b>	Hugh Dallas (UEFA Refereeing Officer)
<b>Members</b>	Marc Batta (UEFA Refereeing Officer) Vladimir Sajin (UEFA Refereeing Officer) Dagmar Damková (UEFA Refereeing Officer)

Meetings: 13 August 2020, 11 December 2020 by videoconference

### National Team Competitions Committee

<b>Chairman</b>	Sándor Csányi (Hungary)
<b>Deputy chairman</b>	
<b>Deputy chairman</b>	Gabriele Gravina (Italy)
<b>1st vice-chairman</b>	Sergey Pryadkin (Russia)
<b>2nd vice-chairman</b>	Tiago Craveiro (Portugal)
<b>3rd vice-chairman</b>	Guðni Bergsson (Iceland)
<b>4th vice-chairman</b>	Paul Philipp (Luxembourg)

<b>Members</b>	Hamit Altıntop (Turkey) Mehdi Bayat (Belgium) Robert Breiter (Switzerland) Angelo Chetcuti (Malta) Gijs de Jong (Netherlands) Laurent Georges (France) Virgair Hvidbro (Faroe Islands) Alexander Iashvili (Georgia) Rotem Kamer (Israel) Emil Kostadinov (Bulgaria) David McDowell (Slovenia) Bernhard Neuhold (Austria) Alfredo Olivares (Spain) Rod Petrie (Scotland) Maciej Sawicki (Poland) Håkan Sjöstrand (Sweden) Terje Svendsen (Norway) Marco Tura (San Marino)
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Meeting: 26 April 2021 by videoconference

Members who left this committee during the 2020/21 season: Greg Clarke (England), Friedrich Curtius (Germany), Damir Vrbanić (Croatia)

### 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>	Aki Riihilahti (HJK Helsinki)
<b>2nd vice-chairman</b>	Dariusz Mioduski (Legia Warszawa) <small>UEFA Club Competitions SA Board of Administration</small>
<b>3rd vice-chairman</b>	

<b>Members</b>	Niclas Carlén (Malmö FF) Fernando Carro (Bayer 04 Leverkusen) Aurelio De Laurentiis (SSC Napoli) Jacques-Henri Eyraud (Olympique de Marseille) Peter Fossen (PSV Eindhoven) Vidar Halldórsson (FH Hafnarfjörður) Alexander Medvedev (FC Zenit St Petersburg) Kuno Tehva (Nömme Kalju FC) Michael Verschueren (RSC Anderlecht) <small>UEFA Club Competitions SA Board of Administration</small>
<b>EL representative</b>	Claus Thomsen (Denmark)

Meetings: 22 September 2020, 16 April 2021 by videoconference

Members who left this committee during the 2020/21 season: Josep Maria Bartomeu (FC Barcelona), Ivan Gazidis (AC Milan), Ferran Soriano (Manchester City FC), Ed Woodward (Manchester United FC)

### Youth and Amateur Football Committee

<b>Chairman</b>	Zbigniew Boniek (Poland)
<b>Deputy chairman</b>	Davor Šuker (Croatia)
<b>1st vice-chairman</b>	Aivar Pohlak (Estonia)
<b>2nd vice-chairman</b>	David Martin (Northern Ireland)
<b>3rd vice-chairman</b>	Ian Maxwell (Scotland)
<b>4th vice-chairman</b>	David Mujiri (Georgia)

<b>Members</b>	Uladzimir Bazanau (Belarus) José Couceiro (Portugal) Mustafa Erogüt (Turkey) John Finnegan (Republic of Ireland) Alessandro Gialquinto (San Marino) Salvador Gomar (Spain) Jahangir Hasanzada (Azerbaijan) Avi Halevi (Israel) Richard Havrilla (Slovakia) Mike Jones (Wales) Marc Keller (France) Christian Kofoed (Denmark) Yordan Letchkov (Bulgaria) Rudolf Marxer (Liechtenstein) Ludovico Micallef (Malta) Nikola Mužiková (Czech Republic) Vito Roberto Tisci (Italy) Ronny Zimmermann (Germany)
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Meeting: 12 May 2021 by videoconference

Member who left this committee during the 2020/21 season: Rudi Zavrl (Slovenia)

### Women's Football Committee

<b>Chairwoman</b>	Anne Rei (Estonia)
<b>Deputy chairman</b>	
<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>4th vice-chairwoman</b>	Frédérique Jossinet (France)

<b>Members</b>	Mette Bach Kjaer (Denmark) Judith Berkesi (Hungary) Sue Hough (England) Svitlana Hrynkevich (Belarus) Katrien Jans (Belgium) Monica Jorge (Portugal) Anette Karhu (Sweden) Cheryl Lamont (Northern Ireland) Anne McKeown (Scotland) Jon Morland (Norway) Nina Patalon (Poland) Meta Römers (Netherlands) Gudrun Inga Sivertsen (Iceland) Jorge Vilda (Spain)
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ECA representatives Linda Wijkström (Elitfotbol Dam)  
Olivier Blanc (Olympique Lyonnais)

ECA observer Claire Bloomfield

Meetings: 10 November 2020, 9 February 2021 by videoconference

Members who left this committee during the 2020/21 season: Michele Uva (Italy), Christina SaB (WfL Wolfsburg), Olivier Jarosz





**Futsal and Beach Soccer Committee**

<b>Chairman</b>	Aleksandr Alaev (Russia)
<b>Deputy chairman</b>	Pedro Dias (Portugal)
<b>1st vice-chairman</b>	Petr Fousek (Czech Republic)
<b>2nd vice-chairman</b>	Boris Durlen (Croatia)
<b>3rd vice-chairman</b>	Hans Schelling (Netherlands)
<b>Members</b>	Tommy Andersson (Sweden) Gian Luca Angelini (San Marino) Mustafa Caglar (Turkey) Philippe Hertig (Switzerland) Yerlan Jamantayev (Kazakhstan) Philippe Lafrique (France) Emils Latkovskis (Latvia) Bojan Pavičević (Serbia) Daniel Petcu (Romania) Pedro Rocha Junco (Spain) Sergejus Slyva (Lithuania) Sergii Vladyko (Ukraine)

**Meeting:** 3 March 2021 by videoconference

**HatTrick Committee**

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

**Meetings:** 29 September 2020, 18 March 2021 by videoconference

**Development and Technical Assistance Committee**

<b>Chairman</b>	Luis Rubiales (Spain)
<b>Deputy chairman</b>	Zbigniew Boniek (Poland)
<b>1st vice-chairman</b>	Les Reed (England)
<b>2nd vice-chairman</b>	Dušan Bajević (Bosnia & Herzegovina)
<b>3rd vice-chairman</b>	Hannu Tihinen (Finland)
<b>Members</b>	Karol Belanik (Slovakia) Kakha Chumburidze (Georgia) Bent Clausen (Denmark) Nemanja Filipović (Serbia) Ion Geolgau (Romania) Mario Gjucinovski (North Macedonia) Dzmitry Kasenak (Belarus) Lise Klaveness (Norway) Petar Krpan (Croatia) Andrius Skerla (Lithuania) Andrey Vlasov (Russia) Per Widén (Sweden) Fríðin Ziskason (Faroe Islands)

**Meeting:** 3 November 2020 by videoconference

**Club Licensing Committee**

<b>Chairman</b>	
<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>4th vice-chairman</b>	Kieran O'Connor (Wales)
<b>Members</b>	Roman Babaev (Russia) Sébastien Cazali (France) Mieke De Clercq (Belgium) Laura Dougan (Scotland) Aitor Elizegi (Spain) Ludvik Georgsson (Iceland) Tamás Gudra (Hungary) Hilmi Sinan Güreli (Turkey) Paulo Lourenço (Portugal) Siniša Mitrović (Slovenia) Nick Nicolaou (Cyprus) Alex O'Connell (Republic of Ireland) Arne Larsen Økland (Norway) Peter Peters (Germany) Nenad Santrač (Serbia) Heinrich Schifferle (Switzerland) Milan Vojtek (Slovakia) Łukasz Wachowski (Poland)

**ECA representative**

**EL representative** Marc Lenz (Germany)

**Meeting:** 30 March 2020 by videoconference

*Members who left this committee during the 2020/21 season: Michele Uva (Italy), Stefan Bertola (Juventus)*

**Stadium and Security Committee**

<b>Chairman</b>	Michael van Praag (Netherlands)
<b>Deputy chairman</b>	Servet Yardımcı (Turkey)

<b>Deputy chairman</b>	Armand Duka (Albania)	David Newton (England) Matthew Paris (Malta) Lukas Pitek (Slovakia) Igor Popov (Moldova) Denis Rogachev (Russia) Jean-Jacques Schonckert (Luxembourg) Stoyan Sirakov (Bulgaria) Tomislav Svetina (Croatia) Eva Straatsma (Netherlands)
<b>1st vice-chairman</b>	Elvedin Begić (Bosnia & Herzegovina)	
<b>2nd vice-chairman</b>	Phivos Vakis (Cyprus)	
<b>3rd vice-chairman</b>	Martin Kozelj (Slovenia)	
<b>Members</b>	Bert Andersson (Sweden) Claus Christensen (Denmark) Paul Cooke (Republic of Ireland) Peter Dedik (Slovakia) Volodymyr Geninson (Ukraine) Cécile Grandsimon (France) Hendrik Grosse Lefert (Germany) Adrian Ixari (Moldova) Ģirts Krastiņš (Latvia) Laskarakis Pericles (Greece) Charles Robba (Gibraltar) Giovanni Spitaleri (Italy) Stephen Williams (Wales)	

**ECA representative**

**EL representative**

**Meetings:** 16 November 2020, 13 April 2021 by videoconference

*Members who left this committee during the 2020/21 season: Eamon Naughton (Republic of Ireland), Giovanni Pifarotti (FC Internazionale Milan), Claus Thomsen (Denmark)*

**Medical Committee**

<b>Chairman</b>	Tim Meyer (Germany)
<b>Deputy chairwoman</b>	Charlotte Cowie (England)
<b>1st vice-chairwoman</b>	Helena Herrero (Spain)
<b>2nd vice-chairman</b>	John Maclean (Scotland)
<b>3rd vice-chairman</b>	Zoran Bahtijarević (Croatia)
<b>Members</b>	Petros Agathangelou (Cyprus) Eduard Bezuglov (Russia) Bisser Bochev (Bulgaria) Mete Düren (Turkey) Andrea Ferretti (Italy) Magnus Forsblad (Sweden) Georgios Godolias (Greece) Simone Grana (San Marino) Juan Carlos Miralles (Andorra) Marko Noc (Slovenia) Emmanuel Orhant (France) Zsolt Szelid (Hungary) Elke Van den Steen (Belgium)

**Meeting:** 4 November 2020 by videoconference

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

<b>Chairman</b>	Andrii Pavelko (Ukraine)
<b>Deputy chairman</b>	Jesper Møller Christensen (Denmark)
<b>1st vice-chairman</b>	Marco Casagrande (Finland)
<b>2nd vice-chairman</b>	Andreu Camps i Povill (Spain)
<b>3rd vice-chairman</b>	Sofoklis Pilavios (Greece)
<b>Members</b>	Róbert Barczy (Hungary) Siarhei Ilyich (Belarus) Marc Juillerat (Switzerland) Stefano La Porta (Italy) Pegie Leys (Belgium)

**ECA representative** Jesus Arroyo (Sevilla FC)

**EL representative** Ansgar Schwenken (Germany)

**Meeting:** 20 November 2020 by videoconference

**Legal Committee**

<b>Chairman</b>	Christian Andreasen (Faroe Islands)
<b>Deputy chairman</b>	Andrii Pavelko (Ukraine)
<b>1st vice-chairman</b>	Evangelos Grammenos (Greece)
<b>2nd vice-chairman</b>	Efraim Barak (Israel)
<b>3rd vice-chairman</b>	Henrik Ravnild (Denmark)
<b>Members</b>	Espen Auberger (Norway) Mark Boetekees (Netherlands) Emilie Doms (France) Vladimir Gasevski (North Macedonia) Tomas Gonzalez Cueto (Spain) Artan Hajdari (Albania) Vladimir Iveta (Croatia) Krzysztof Malinowski (Poland) Krister Malmsten (Sweden) Michalis Moushouttas (Cyprus) Borislav Popov (Bulgaria) Daniil Savitski (Estonia) Eroll Salihi (Kosovo) Bernhard Schwarz (Austria) Adrian Stangaciu (Romania) Shabnam Taghiyeva (Azerbaijan) Saša Zagorc (Slovenia)

**ECA representative**

**EL representative** Claudius Schäfer (Switzerland)

**Meeting:** 10 November 2021 by videoconference

*Member who left this committee during 2020/21 season: Wouter Lambrecht (FC Barcelona)*

**Marketing Advisory Committee**

<b>Chairwoman</b>	Florence Hardouin (France)
<b>Deputy chairman</b>	Luis Rubiales (Spain)
<b>Deputy chairman</b>	Martin Malík (Czech Republic)
<b>1st vice-chairman</b>	Kadir Kardaş (Turkey)
<b>2nd vice-chairman</b>	
<b>3rd vice-chairman</b>	Mark Bullingham (England)
<b>4th vice-chairman</b>	Vladimir Lašenko (Latvia)
<b>Members</b>	Olzhas Abayev (Kazakhstan) Nicole Bekkers (Netherlands) Marco Brunelli (Italy) Annika Gralls (Sweden) Manu Leroy (Belgium)

Nuno Moura (Portugal)  
Aleksandra Pejkovska (North Macedonia)  
Andrey Petrov (Bulgaria)  
Agnieszka Prachniak (Poland)  
Chris Rawlings (Scotland)  
Ursula Scully (Republic of Ireland)  
Borghildur Sigurdardottir (Iceland)  
Jaroslav Šišolák (Slovakia)  
Denis Solovov (Russia)

**Meetings:** 6 November 2020, 18 May 2021 by videoconference

*Members who left this committee during the 2020/21 season: Jonathan Ford (Wales)*

**Media Committee**

<b>Chairman</b>	Răzvan Burleanu (Romania)
<b>Deputy chairman</b>	Jesper Møller Christensen (Denmark)
<b>1st vice-chairman</b>	Nicolai Cebotari (Moldova)
<b>2nd vice-chairman</b>	Momir Djurdjevac (Montenegro)
<b>3rd vice-chairman</b>	Edgaras Stankevičius (Lithuania)
<b>Members</b>	Janusz Basalaj (Poland) Matej Damjanović (Bosnia & Herzegovina) Márton Dinnyés (Hungary) Louisa Fyans (England) Otar Giorgadze (Georgia) Julie-Ann Gross (France) Gazmend Malo (Albania) Georgi Matevosyan (Armenia) Tomaž Ranc (Slovenia) Stilian Shishkov (Bulgaria) Alexandros Spyropoulos (Greece)

**ECA representative** Jiří Vrba (SK Slavia Praha)

**Meeting:** 16 December 2020 by videoconference

*Member who left this committee during 2020/21 season: Peter Jehle (Liechtenstein)*

**Fair Play and Social Responsibility Committee**

<b>Chairman</b>	Elkhan Mammadov (Azerbaijan)
<b>Deputy chairman</b>	Karl-Erik Nilsson (Sweden)
<b>Deputy chairwoman</b>	Florence Hardouin (France)
<b>1st vice-chairman</b>	Norman Darmanin Demajo (Malta)
<b>2nd vice-chairman</b>	Kairat Boranbayev (Kazakhstan)
<b>3rd vice-chairwoman</b>	Klara Bjartmarz (Iceland)
<b>4th vice-chairman</b>	Edgars Pukinskis (Latvia)
<b>Members</b>	Francisca Araújo (Portugal) Milovan Djukanović (Montenegro) Benjamin Egli (Switzerland) Paul Elliott (England) Ekaterina Fedyshina (Russia) Conrad Kirkwood (Northern Ireland)

Edvin Libohova (Albania)  
Haris Loizides (Cyprus)  
José Miguel Monje Carrillo (Spain)  
Charles Schaack (Luxembourg)  
Gaston Schreurs (Belgium)  
Stefanie Schulte (Germany)  
Dragan Soldo (Bosnia & Herzegovina)  
Peter Tornbo (Denmark)  
Johan van Geijn (Netherlands)  
Konstantinos Vrakas (Greece)

**EL representative** Marcin Animucki (Poland)

**Meetings:** 5 November 2020, 15 April 2021 by videoconference

**Football Committee**

<b>Chairman</b>	Levan Kobiasvili (Georgia)
<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>	Luís Figo (Portugal)
<b>4th vice-chairman</b>	Demetrio Albertini (Italy)
<b>Members</b>	Panagiotis Chatzialexiou (Germany) Rıdvan Dilmen (Turkey) Hrach Ghambaryan (Armenia) Peter Jehle (Liechtenstein) Stefan Majewski (Poland) Katri Mattsson (Finland) John McDermott (England) José Francisco Molina (Spain) Marko Pantelić (Serbia) Oleh Protasov (Ukraine) Anja Rein (Faroe Islands) Ilir Shulku (Albania) Libor Sionko (Czech Republic) Emir Spahic (Bosnia & Herzegovina) Mihai Stoichita (Romania)

**ECA representative**

**EL representative** Pedro Proença (Portugal)

**Special advisor** Roberto Rosetti (UEFA Chief Refereeing Officer)

**Meeting:** 18 May 2021 by videoconference

*Member who left this committee during 2020/21 season: Emilio Butragueno (Real Madrid CF)*



Albania



Andorra



Armenia



Austria



Azerbaijan



Belarus



Belgium



Bosnia & Herzegovina



Bulgaria



Croatia



Cyprus



Czech Republic



Denmark



England



Estonia



Faroe Islands



Finland



France



Georgia



Germany



Gibraltar



Greece



Hungary



Iceland



Israel



Italy



Kazakhstan



Kosovo



Latvia



Liechtenstein



Lithuania



Luxembourg



Malta



Moldova



Montenegro



Netherlands



North Macedonia



Northern Ireland



Norway



Poland



Portugal



Republic of Ireland



Romania



Russia



San Marino



Scotland



Serbia



Slovakia



Slovenia



Spain



Sweden



Switzerland



Turkey



Ukraine



Wales





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Route de Genève 46  
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Switzerland