

UEFA

ANNUAL REPORT 2024/25





REAL
BETIS
BALOMPIÉ

LO CELSO

20

ERGIE



CONTENTS

UEFA ANNUAL REPORT 2024/25

6 President's foreword

8 Our impact

10 COMPETITIONS

12 UEFA competition finals

14 Women's EURO 2025

18 National team competitions

20 Club competitions

26 Awards

28 Broadcast, digital
and sponsorship

30 Youth

32 Regions' Cup

34 Futsal

36 DEVELOPMENT

38 Our programmes

40 HatTrick

42 UEFA Grow

44 UEFA Academy

46 UEFA Together

48 Women's football

52 Grassroots

56 Coach education

58 Referees

59 VAR Symposium

60 SUSTAINABILITY

62 Our activities

66 UEFA Foundation
for Children

70 GOVERNANCE

72 Partnerships

74 Medical and anti-doping

76 Integrity

78 Club licensing

79 Financial sustainability

80 Finance

81 Administration

82 UEFA Executive
Committee

84 Key decisions

86 UEFA committees

ALEKSANDER ČEFERIN

UEFA president

What are your favourite memories from the 2024/25 season?

There were many highlights, but a few moments truly stand out. The new UEFA Champions League format was outstanding, delivering excitement, drama and top-level football like no other competition before. Paris Saint-Germain lifted their first major European title, but some of the most unforgettable moments were the stunning semi-final matches between Inter and Barcelona. This was pure football at its finest.

I was also thrilled by the success of UEFA Women's EURO 2025 – an unforgettable experience for fans and participating teams alike, and a tournament that attracted a rapidly growing global audience.

On a more emotional note, nothing compares to the honour of meeting children from the UEFA Foundation around our finals – the UEFA Super Cup in Udine was especially moving. Moments like these remind you what truly matters most in life.

How do you reflect on an exciting first year of the new men's club competition format?

We were confident in our decision, and the pitch has proved us right. From the very first matchday, we saw top-level encounters, unique fixtures and genuine uncertainty about qualification right until the end, with teams like Manchester City and Paris on the brink of elimination.

That unpredictability is the essence of football, and fans recognised it, as shown by full stadiums and a massive global audience. At the same time, we increased solidarity payments and kept the competitions open and firmly rooted in sporting merit – this is non-negotiable for me. It has been a truly perfect start to a new era.

Women's EURO 2025 demonstrated another leap in the standard and popularity of women's football. How will the Unstoppable strategy and the 2029 tournament in Germany contribute to even further growth?

Women's EURO is a fantastic catalyst – we've seen a surge in interest, attendance and media coverage. It exceeded our expectations, and I am very optimistic about the sport's future.

I do not doubt that Germany will do their best to help women's football continue this fantastic journey at the right pace. Unstoppable, our women's football strategy, envisages significant investment and is focused on

steady, year-on-year progress. Quite a few results are already visible – the new UEFA Women's Champions League format and the launch of the UEFA Women's Europa Cup will raise the level of play and the drama, while opening the door for more clubs.

We are also working closely with our member associations and leagues to encourage more professionalism, nurture grassroots participation and ensure investment, infrastructure and opportunities for continued growth, far beyond 2029.

For the first time in a season without a men's EURO, UEFA's revenues surpassed €5bn. How much does this illustrate the financial health of European football?

It demonstrates the enormous global appeal of our competitions and the strength of our commercial partnerships, and is a strong first step for UC3, our new joint venture with European Football Clubs.

Most importantly, it enables us to channel more money than ever into solidarity and development. Our commitment is clear and uncompromising as more than 97% of our revenue flows straight back into the game – men's, women's and youth football – ensuring that every great night on the biggest stage helps thousands of quieter mornings on training pitches across Europe.

Record attendance levels and club revenues are very positive signs, but they also bring responsibility. Clubs must remain prudent, especially with transfers and wages. If we want sustainable growth, financial discipline has to become part of the culture.

The future is bright as our youth competitions continue to thrive, while at a grassroots level, the Football in Schools programme has boosted participation across Europe...

When you see different countries lifting youth trophies – England, the Netherlands, Portugal, Spain – it highlights the depth of talent across Europe and the strength of our development pathway. More national associations are also gaining experience by hosting and participating in UEFA youth final tournaments, which provides a strong foundation for future growth.

With a natural link between grassroots and elite youth development, players now have more opportunities to improve and mature during this sensitive period of their lives. Thanks to programmes like Football in Schools, more children than ever can enjoy playing the game

every day. Seeing projects like those in Tirana, Prague, Limassol, Hvar and Chișinău up close makes you feel their power and importance. Creating a safe, enjoyable environment for children to play and dream is essential for society – and it is the ground from which tomorrow's elite players will bloom.

Our development programmes continue to grow, both in Europe and beyond. Are there any standout initiatives from the past year that you are particularly proud of?

HatTrick remains our flagship programme. Its strength lies in its flexibility. Each association can invest where it matters most to them – infrastructure, governance, participation or elite pathways.

UEFA Grow has now provided a decade of strategic support, helping all 55 associations to understand their markets, strengthen their brands and grow the game. Through UEFA Together, we also share our know-how with other confederations in a spirit of partnership to help develop the game globally.

Finally, as the UEFA Foundation for Children celebrates its tenth birthday, how do you reflect on its achievements and our wider commitment to ensuring football's positive social and environmental impact?

The Foundation is one of the things I am most proud of. In ten years, it has reached more than 5.7 million children in almost 150 countries, but its true impact is seen in individual stories – like those I have witnessed first-hand in Uganda and at the Zaatari refugee camp in Jordan, for example.

Everybody has the right to a childhood – to feel safe, to play, to make friends, to try, to fail and to try again. Yet this part of life is becoming increasingly fragile for millions of children around the world. For many, play is not just a pastime – it is a lifeline.

Together with our partners, we have created safe places to play, trained and empowered educators and coaches, and promoted equality and belonging so that every child can feel noticed and respected. And looking ahead, this is just the beginning.



STRATEGIC PROGRESS

In early 2024, we launched United for Success, a six-year strategy that guides our ambition to lead a thriving game across Europe, protecting and promoting football at every level.

The 2024/25 season brought an array of on- and off-field achievements linked to our strategic priorities, ensuring we continue to organise world-class competitions, invest in the development of the game and leverage football's unrivalled popularity to deliver positive social and environmental impact.



COMPETITIONS

New formats and record revenues

Our men's club competitions entered a new era with the biggest format change in a generation – replacing the group stage with a 36-club league phase in each of the UEFA Champions League, Europa League and Conference League.

This latest evolution opened the European stage to more clubs from more associations, with more top clashes, unpredictability and excitement from beginning to end. The new format brought off-field benefits too, generating a record €4.414bn in revenue – a €690m increase on the 2023/24 season – reward not just for the participating clubs but, through solidarity payments, for the wider football ecosystem as well. Another evolution, UC3 – our joint venture with European Football Clubs (formerly European Club Association) – reflects a shared commercial vision that underpins the quality of the action on the field.

UEFA Women's EURO 2025 also scaled new heights – an unprecedented 106 goals were scored during the tournament, which was watched by a record 657,291 fans inside the eight stadiums and more than 500 million on screens around the world. The €41m in prize money represented an increase of 156% on the previous edition, with players directly rewarded for the first time, and clubs receiving €9m for their contribution to the tournament's success.

Newly added quarter-finals and promotion/relegation play-offs further boosted the appeal and income of the UEFA Nations League, while at youth and amateur level, Albania, the Faroe Islands and San Marino all staged their first UEFA final tournaments. The UEFA Futsal Champions League also broke new ground, with the finals taking place in a neutral venue for the first time.



DEVELOPMENT

A game for everyone, everywhere

We reaffirmed our commitment to developing football at every level.

In all 55 national associations, our HatTrick programme is investing €935m of revenue from UEFA EURO 2024 to fund development initiatives between 2024 and 2028. UEFA Grow celebrated ten years of supporting associations' strategic planning, while the launch of UEFA Together marked a new era of global collaboration with our sister confederations.

Our annual grassroots conference and awards celebrate the unsung

heroes of European football who work tirelessly to keep the game open and accessible to everybody who wants to play, coach, referee or simply watch from the sidelines.

In line with our Unstoppable strategy, the women's game has continued its rapid progress, with achievements at grassroots level such as the UEFA Playmakers initiative inspiring girls across the continent to start playing. Meanwhile, the UEFA Women in Football Leadership Programme provides talented female administrators with the skills they need to meet the game's future challenges.



SUSTAINABILITY

Football's power to change lives

Sustainability and human rights are at the heart of our mission. In 2024/25, the second UEFA Respect Forum examined how diversity and social responsibility can be further enhanced across the breadth of European football.

This ethos was encapsulated at our club and national team competition finals, which featured 881 initiatives designed to reduce their environmental impact and ensure that they remain accessible and enjoyable for all.

We also celebrated ten years of the UEFA Foundation for Children, which has reached more than 5.7 million vulnerable and disadvantaged young people through 577 projects around the world since 2015. During 2024/25, the Foundation's anniversary fund helped 35 national associations spread smiles to children across Europe.



GOVERNANCE

Increased dialogue with key partners

Our commitment to collaborative and transparent governance was reinforced by a series of landmark initiatives, such as a memorandum of understanding with FIFPRO Europe, which marked a historic step in safeguarding players' interests. In addition, the launch of dedicated advisory forums with players, leagues and fans created structured platforms for dialogue and decision-making.

This spirit of partnership was also central to the third UEFA Convention on the Future of European Football, where we invited key stakeholders to help shape what comes next for a game that continues to thrive, from its wide base to the very top of the pyramid.



Click to read our six-year strategy, United for Success



• COMPETITIONS

Our competitions continue to evolve, offering more players and teams from across Europe the opportunity to play on the biggest stage.





UEFA COMPETITION FINALS

The 2024/25 season featured the conclusion of 14 UEFA competitions, each delivering unforgettable triumphs for the winners and leaving legacies on and off the pitch.

National team competitions

 Women's EURO 2025 SWITZERLAND England 1-1 Spain (3-1 pens)	 Women's Under-17 Championship FAROE ISLANDS Netherlands 2-1 Norway	 Regions' Cup SAN MARINO Aragón 1-0 Dolnośląski Region
 Under-21 Championship SLOVAKIA England 3-2 Germany	 Under-19 Championship ROMANIA Spain 0-1 Netherlands	
 Under-17 Championship ALBANIA France 0-3 Portugal	 Women's Under-19 Championship POLAND France 0-4 Spain	

12

13

Club competitions

 Champions League MUNICH Paris Saint-Germain 5-0 FC Internazionale Milano	 Women's Champions League LISBON Arsenal FC 1-0 FC Barcelona	 Futsal Champions League LE MANS Illes Balears Palma 9-4 Kairat Almaty
 Europa League BILBAO Tottenham Hotspur 1-0 Manchester United	 Youth League NYON FC Barcelona 4-1 Trabzonspor A.Ş.	
 Conference League WROCŁAW Real Betis Balompié 1-4 Chelsea FC	 Super Cup WARSAW Real Madrid CF 2-0 Atalanta BC	



SECOND TO NONE



UEFA Women's EURO 2025 reached new heights on and off the pitch, with goals galore, nail-biting drama and record attendance levels.

From the first kick to the last, Women's EURO 2025 delivered a feast of football that will live long in the memory. Amid the sporting action and thrills, an unprecedented 106 goals were scored – surpassing the previous Women's EURO record before the semi-finals had even kicked off – while Switzerland proved to be the perfect host country, blending seamless efficiency with warm hospitality.

The increased competitiveness of the women's game was highlighted by the fact that five of the seven knockout games needed extra time or penalties to separate the teams. The quarter-finals began with a thrilling last-minute Italy winner against Norway, and the excitement

only increased as the tournament progressed, with eventual winners England twice requiring last-gasp goals to keep their dream alive.

The final pitted the holders against the world champions, and it was Spain who offered the most consistent threat early on. Their probing yielded its reward on 25 minutes, Mariona Caldentey capping a neat move with a powerful header. Alessia Russo responded with a header of her own in the 57th minute to level the scores and, following a goalless extra time, the final was decided in the most dramatic fashion – by a penalty shoot-out. After Cata Coll and Hannah Hampton each made a pair of

stops, Salma Paralluelo dragged her penalty wide, leaving Chloe Kelly to blast home and keep Sarina Wiegman's resilient Lionesses on the throne.

England's triumph was just one of many on-pitch successes to celebrate, from Italy's run to the semi-finals to hosts Switzerland advancing to the knockout stages for the first time and historic debuts for Poland and Wales. The two newcomer nations provided compelling examples of how first-time qualifiers can capitalise on the moment to raise the profile of women's football back home and inspire more girls and women to get involved.

On the touchline, a record number of female coaches for a Women's EURO

– seven in total – highlighted the success of targeted courses and pathway programmes, while 13 referees were joined by 24 assistant referees and 16 video assistant referee (VAR) officials. The group included a referee team from Brazil as part of UEFA's cooperation agreement with CONMEBOL, the South American football confederation. All final tournament officials undertook months of training, passing the same fitness tests as their elite male counterparts.

New to this edition of the Women's EURO was the use of semi-automated offside technology, which, together with goal-line technology at every venue, ensured the Women's EURO mirrored what is in place at the men's edition.



A celebration across Switzerland

With 29 of the 31 matches sold out, Women's EURO 2025 marked another significant leap forward for the popularity and reach of the women's game. The aggregate attendance of 657,291 comfortably broke the previous record of 574,865 set in England three years earlier, while the average attendance per match passed 20,000 for the first time. Home fervour helped, but what stood out most in 2025 was the contingent of travelling fans. In total, 35% of tickets were sold to supporters from outside Switzerland, ensuring that every team enjoyed plenty of vocal support.

Outside the stadiums, examples of creative and well-organised preparations could be found wherever you looked. Packed fan zones and party atmospheres were the norm, even beyond the eight host cities, and some fan zones, such as the one in Sion, took over the city centre with big screens and games for children. Others provided a stage for local musical acts, with Bern's Bundesplatz hosting over 20 live concerts in the 27 days it was open and Zurich's 2,000-capacity public viewing area packed to the brim well before Switzerland's opening game kicked off.

Ahead of Wales vs Netherlands in Lucerne, meanwhile, around 8,000 supporters took part in a joint parade headed by the famous Oranje bus and trailed by the Welsh equivalent. By the time the tournament ended, fan walk participation stood at 95,000. When they weren't marching towards the stadiums, fans could rely on an efficient transport network, with the wheels oiled by free matchday travel on trains, buses and trams across the country for all match-ticket holders.

657,291
aggregate attendance
– a tournament record

95,000
supporters took
part in fan walks



Unprecedented commercial momentum

Women's EURO 2025 also broke new ground in terms of TV audiences, fan engagement and commercial impact.

A record 500 million people watched the tournament across various platforms, including 412 million on live TV, with media rights revenue up 110% on the 2022 edition. This was made possible by a host broadcast operation that provided more camera angles and closer access to the action than ever before. In addition to the live coverage, we provided 67 broadcast partners in 169 territories with an enhanced range of tournament services and editorial content, allowing them to build unique productions tailored to their audiences.

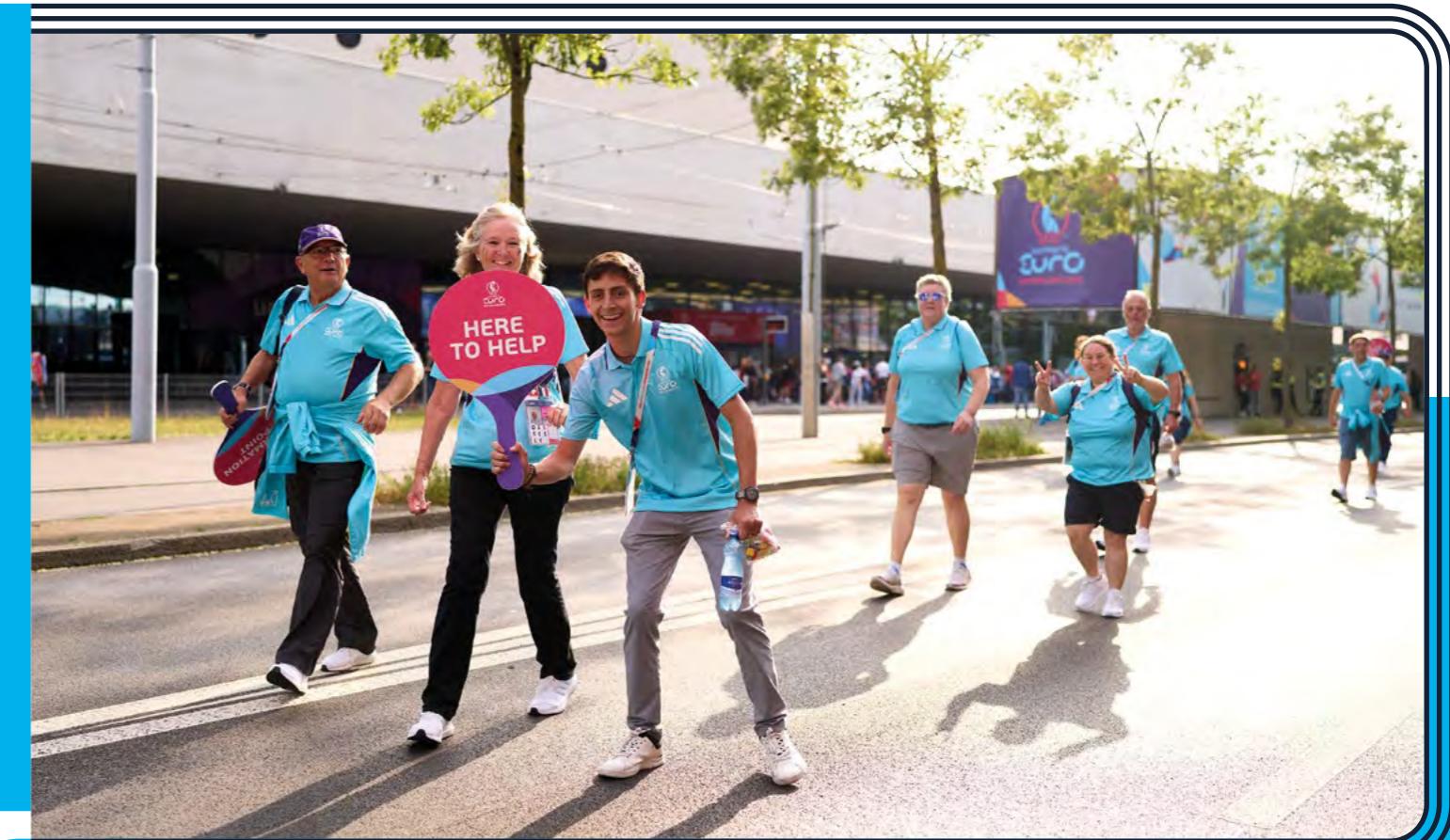
On digital platforms, social media impressions rocketed to 945 million and video views to 712 million – increases of 157% and 278% respectively, compared with 2022. On UEFA.com and the Women's EURO app, the dedicated vertical video clips received over six million views.

The tournament's growing reach and inclusive atmosphere also offered brands a platform to engage with a diverse and passionate community. A total of 21 sponsors and licensees represented the largest line-up in UEFA tournament history and a 150% increase in sponsorship revenue, with several partners making sustainability activities a key element of their involvement.

500m+
viewers across
all programming

+110%
in media rights
revenue on 2022

+150%
in sponsorship
revenue on 2022



Making it happen

Women's EURO 2025 was as much an organisational success as a sporting one. In addition to more than 350 UEFA personnel, 2,500 tournament volunteers were spread across 17 operational projects. In each of the eight host cities, they helped to ensure an exceptional experience for everyone present at the event. Between them, they represented 73 nationalities and ranged in age from 18 to 82, reflecting the volunteer programme's strong focus on diversity and inclusion.

Environmental, social and governance (ESG) goals were also central to the tournament's ethos from the outset, with a dedicated strategy built around three overarching goals: reducing environmental impact, safeguarding and honouring human rights for everybody, and embracing transparent, responsible and accountable practices.

These goals translated into 47 targets and 97 individual actions, including free public transport to reduce carbon emissions, the use of innovative food

packaging and signage solutions, an online abuse monitoring system, dedicated disability access personnel, sensory rooms, audio-descriptive commentary and a post-event ESG report summarising performance against targets.

Meanwhile, five tournament sponsors – Heineken, Just Eat Takeaway.com, Lidl, Swiss Federal Railways and Visa – also supported environmental and social sustainability goals through funding, logistical support and bespoke initiatives, setting a new benchmark for meaningful commercial partnerships at UEFA tournaments.



Click to read the
Women's EURO
2025 storybook

2,500
tournament
volunteers

97
sustainability
actions



Tournament mascot
Maddli helped create
unforgettable memories
for fans of all ages.



GROWING GAINS

With packed stadiums and top-class action, the UEFA Nations League continues to deliver added value for national associations, teams and fans.



18

Southern Germany provided the stage for a Nations League finals tournament that kept the drama alive on the back of a pulsating league phase followed by a thrilling new quarter-final round.

The final four action kicked off at the Munich Football Arena with Portugal's 2-1 semi-final upset of hosts Germany, before Spain overcame France in a nine-goal thriller in Stuttgart. Back in the Bavarian capital, Portugal needed penalties to prise the trophy away from holders Spain and claim their second Nations League title.

The sight of captain and talisman Cristiano Ronaldo falling to the turf in tears at the final whistle epitomised the value that the world's top players place on winning the competition, while the cumulative attendance of 234,712 across the finals underlined how the Nations League continues to capture the hearts of spectators.



Jonathan Tah in action for Germany, hosts of the 2025 Nations League finals.

Making their mark

San Marino were one of several teams enjoying a new lease of life in the 2024/25 Nations League, along with the Faroe Islands, Greece and Moldova. Click the icon to find out more.



that secured promotion to League C. "The format has helped us shift from a defensive style to a more offensive one, transforming our mentality and playing philosophy," said Marco Tura, president of the San Marino Football Federation (FSGC). "The Nations League has been a fundamental step in our growth."

Women's Nations League

The second edition of the UEFA Women's Nations League picked up where the first left off, delivering closely fought clashes across all three tiers. By the time the dust settled on the league stage in June, only Slovakia and France still had perfect records, with the latter securing their place in the finals alongside the other League A group winners – Germany, Spain and Sweden. Promotion and relegation matches were also confirmed and will determine the starting league stage groups in the Women's European Qualifiers for the 2027 FIFA Women's World Cup.



19



FLYING START

The latest evolution of our men's club competitions was the result of six years of planning and consultation with fans, clubs, players, coaches, broadcasters and commercial partners.

20



Big clashes

The new draw format, pitting each team against two opponents from every pot, ensured greater competitive balance and resulted in even more heavyweight clashes. In the Champions League alone, fans were treated to rematches of four of the previous five finals before the knockout rounds had even begun, and there were other notable reruns, including a remake of the 1982 final between Aston Villa and Bayern München, and Liverpool vs AC Milan rekindled memories of their 2005 and 2007 showdowns.

"It's surreal. The atmosphere, the occasion, playing the biggest teams in the world and competing like this. This is the pinnacle."

Morgan Rogers, Aston Villa

More opportunities

Expanding the UEFA Champions League, Europa League and Conference League to include 36 teams in the league phase of each competition opened the door for even more clubs and their fans to experience the magic of a European adventure. Larne FC and The New Saints' participation in the Conference League made Northern Ireland and Wales the 50th and 51st of our 55 member associations to be represented at least once in the group or league phase of a senior UEFA men's club competition.

"This is the best era in our 135-year history. I just can't believe it – to get to the league phase of a European tournament!"

Robert Hutchison, Larne fan

Every goal counts

Having all 18 matches on the final league phase matchday kick off simultaneously ensured 90 minutes of nail-biting drama in all three competitions. In the Champions League, 27 of the 36 teams still had something to play for, making for a breathless finale as fortunes changed with virtually every kick. Even 2023 champions Manchester City needed a second-half comeback against Club Brugge to secure their place in the knockout phase play-offs.

27

of the Champions League teams had something to play for on Matchday 8



Increased unpredictability

The unified, 36-team tables made for more dynamic competitions, with teams moving up and down the rankings with almost every goal. The format also ensured tricky starts did not leave teams stranded for the remainder of the league phase. For example, Djurgården had just one point after two Conference League games but won four matches in a row to finish in the top eight, before going on to become the first Swedish team to reach a UEFA semi-final since 1987. In the Europa League, Greek side PAOK's recovery was even more impressive, as they qualified for the knockout phase play-offs despite claiming only one point from their first four matches.



"Real Betis, Fiorentina, Chelsea and... Djurgården in the semi-finals – unbelievable."

Bosse Andersson, Djurgården sporting director

21



Added value

Two additional matchdays in the Champions League and Europa League put sponsors in the spotlight more than ever, and all the excitement gave our partners and licensees even greater incentive to associate themselves with club football's leading brands.

22

Global appeal

Throughout the campaign, our broadcast partners delivered best-in-class coverage of every match. The result: global audience figures that remained consistently high right up until the final whistle, with viewers gripped by the fast-changing nature of the league table and the fact that every goal mattered.

1.18Bn
global audience for
Champions League

+22%
in Europa League
and Conference
League viewership



Greater solidarity

The gross revenue from the 2024/25 Champions League, Europa League, Conference League and Super Cup was €4.414bn. Of this, €3.3bn was distributed to participating clubs as prize money. Solidarity payments worth €440m were made to teams eliminated in the preliminary stages and other top-tier clubs

€3.3Bn
in prize money to
participating clubs

across Europe that did not qualify through their domestic leagues, and another €25m was allocated to the UEFA Women's Champions League and the UEFA Youth League. These distributions are all part of our commitment to reinvesting money raised by our men's club competitions back into the game.

+76%
in payments for non-
participating clubs

A trio of triumphs

Befitting of a milestone season, all three of our men's club competition finals delivered notable sporting landmarks.

French giants Paris Saint-Germain claimed an elusive first Champions League title, sweeping aside Inter 5-0 in Munich to become the 24th different winner of Europe's biggest club prize.

Another long wait for silverware came to an end at the Europa League final in Bilbao, where Tottenham Hotspur edged English rivals Manchester United 1-0 to secure their first European trophy since 1984.

By winning the Conference League final in Wroclaw, Chelsea became the first club to complete the set of all five major UEFA men's competition trophies. Despite going behind early to first-time finalists Real Betis, the Blues took control in the second half to secure a 4-1 victory.



23



YOUTH LEAGUE

Following suit

While Barcelona claimed a record third title, the competition continued to bear testament to the Europe-wide quality of clubs' youth academies.

In recent seasons, the UEFA Youth League finals have consistently included one or even two surprise packages that have reached the final four for the first time in their history – and thrived. In 2022/23, it was AZ Alkmaar and Hajduk Split. A year later, Olympiacos and Nantes.

Most recently, Trabzonspor from Türkiye eliminated a trio of Italian heavyweights – Juventus, Atalanta and Inter – as well as former winners Salzburg to reach the final in Nyon, where they lost out to Barcelona.

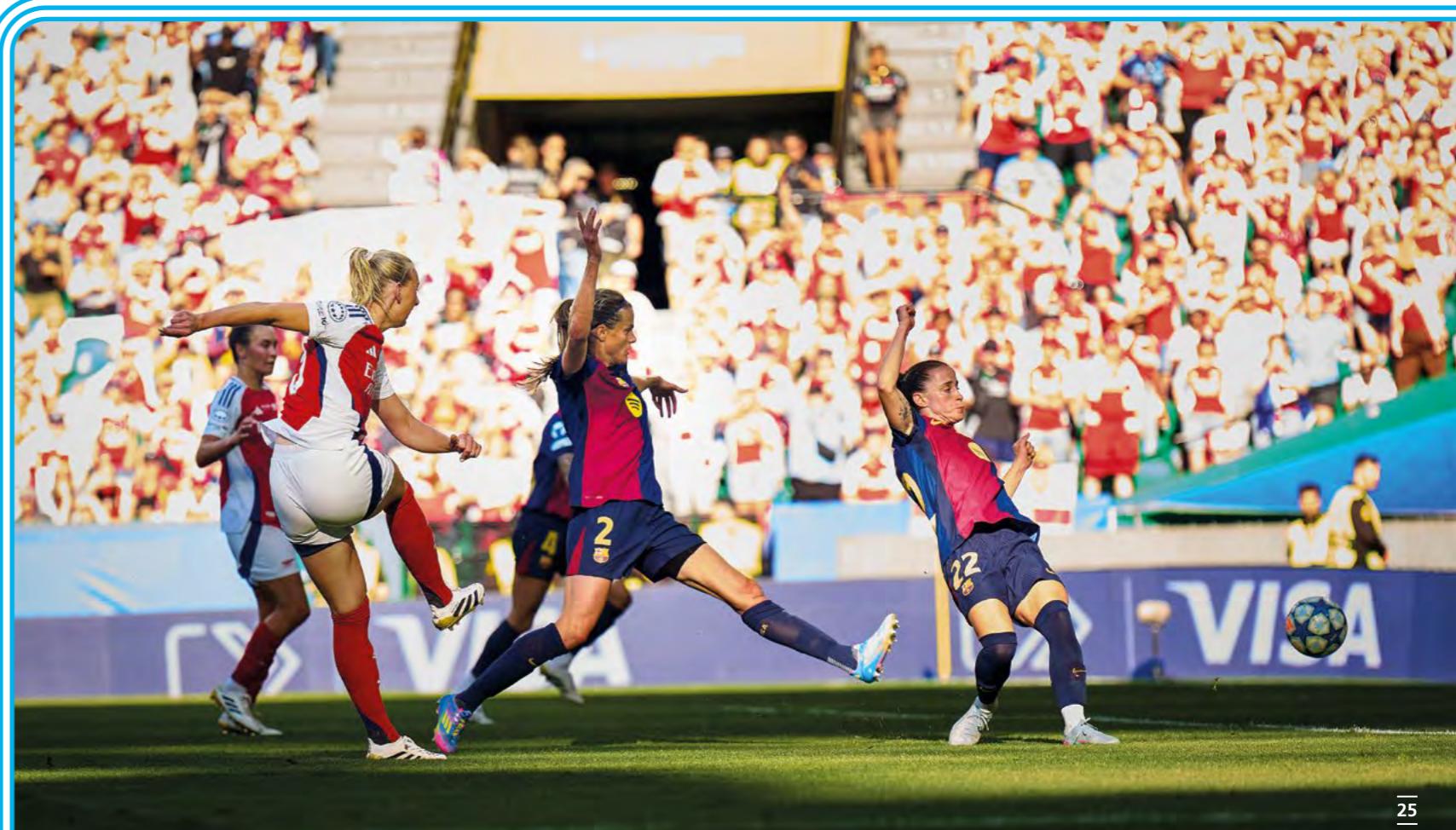
This trend characterised the 2024/25 Youth League from the outset, with clubs

from Estonia (Tallinna Kalev), Latvia (Daugavpils), Lithuania (Žalgiris), Luxembourg (Progrès Niederkorn), Malta (Valletta) and Montenegro (Budućnost Podgorica) all becoming the first from their associations to make it through the first round.

This pattern has continued with the introduction of a new format – triggered by the changes to the Champions League – that enables every UEFA member association to take part in the competition rather than just those in the top 32.

6

clubs became the first from their associations to win their first round ties



WOMEN'S CHAMPIONS LEAGUE

Twists and turns to the end

From the first kick to the last, the 2024/25 UEFA Women's Champions League showcased the increasing popularity – and competitiveness – of women's club football in Europe.

Much has changed since Arsenal last claimed the biggest prize in European women's club football. Back in 2007, even the competition's name was different – the UEFA Women's Cup – and just over 6,000 attended the final.

Fast forward nearly two decades and the Women's Champions League is regularly drawing much larger crowds, with some of the biggest stars in women's sport on show.

Some 40,000 fans were in Lisbon to see the likes of Arsenal's Leah Williamson and Chloe Kelly – household names these days, not least thanks to their UEFA Women's EURO heroics – go head to head with Barcelona superstars Aitana Bonmatí and Alexia Putellas in the final.

It was a close-fought encounter – typical of a season in which Arsenal had already recovered from 2-0 down in their quarter-final against Real Madrid and also reversed a 2-1 semi-final home-leg deficit to defeat perennial champions OL Lyonnais with a thumping 4-1 away victory.

Their resilience was further tested against Barcelona, but Stina Blackstenius' late goal was enough to seal victory against the reigning champions at the packed Estádio José Alvalade. With another 3.6 million watching live on TV, it was yet more evidence of how the quality, competitiveness and unique atmosphere of the women's game is attracting a global audience.

Widening the base

By replicating the changes made to our men's competitions – replacing the group stage with an 18-team league phase – we will further enhance the strength of the European women's game.

From 2025/26, the Women's Champions League will offer even more top contests from the get-go, ensuring more excitement for fans and increased competitiveness for players. In parallel, the launch of a second club competition, the UEFA Women's Europa Cup, will enable more clubs from more associations to experience the European stage.



CELEBRATING EXCELLENCE

A new partnership between two pioneers of football has established a bigger global platform for the Ballon d'Or - the game's most prestigious awards ceremony.

The 2024 Ballon d'Or ceremony, held in October at the Théâtre du Châtelet in Paris, kicked off a collaboration between UEFA and Groupe Amaury – owner of iconic publications France Football and l'Equipe – which will see the two organisations jointly organise the event moving forwards.

The partnership acknowledges 70 years of shared history and enhances the stature and global reach of the awards. Groupe Amaury will continue to oversee the voting system, which remains unchanged and independent, while UEFA will contribute its expertise to promoting and organising the annual gala.

First presented in 1956, the Ballon d'Or has become the most prestigious individual accolade a footballer can receive, recognising outstanding achievements and exceptional talent. The 2024 winners were the latest in a long line of football greats. Manchester City's Rodri won the men's category, with Barcelona midfielder Aitana Bonmatí winning the women's to complete a Spanish double.

Men's and women's coach of the year awards were also presented as part of the Ballon d'Or ceremony for the first time, to Carlo Ancelotti and Emma Hayes respectively.



The 2024 Ballon d'Or winners

Men's Ballon d'Or: Rodri (Spain, Manchester City)



Women's Ballon d'Or: Aitana Bonmatí (Spain, Barcelona)

Kopa Trophy: Lamine Yamal (Spain, Barcelona)

Yashin Trophy: Emiliano Martínez (Argentina, Aston Villa)

Men's Coach of the Year: Carlo Ancelotti (Italy, Real Madrid)

Women's Coach of the Year: Emma Hayes (England, Chelsea/USA)



Men's Club of the Year: Real Madrid

Women's Club of the Year: Barcelona

Gerd Müller Trophy: Harry Kane (England, Bayern München) and Kylian Mbappé (France, Paris Saint-Germain/Real Madrid)

Socrates Award: Jenni Hermoso (Spain, Tigres UANL)



Buffon wins President's Award

The 2024 UEFA President's Award went to former Italy goalkeeper Gianluigi Buffon, recognising his outstanding achievements, professional excellence and exemplary personal qualities during a career that spanned almost three decades.

"Beyond his commanding presence between the posts, Gianluigi Buffon's longevity and determination make him an inspiration to football fans worldwide."

Aleksander Čeferin, UEFA president



GLOBAL APPEAL

The successes of our men's club competition revamp and a record-breaking Women's EURO were reflected in eye-catching broadcast, digital and sponsorship figures.

The growing global commercial appeal of our men's club competitions was underlined by significant increases in media rights, sponsorship and licensing revenue figures for the 2024–27 cycle. The new format provides broadcasters with greater live match options and more opportunities

for viewers in more countries to see local clubs participating, boosting commercial value and interest. In addition, thanks to the renewal of multiple existing partnerships and the creation of several new ones, our club sponsor and licensee family now deliver promotions directly to fans in more than 200 markets globally.

The reach and popularity of Women's EURO 2025, meanwhile, was reflected in the largest sponsor line-up in UEFA tournament history, viewing figures of over 500 million across all programming and more than 35 million engagements on social media.

SOCIAL MEDIA

29.3bn
views across
Champions League
social channels
+60% on 2023/24

2.44bn
Europa League video
views on Instagram
+364% on 2023/24

32.5bn
interactions across
Champions League
social channels
+53% on 2023/24

945m
social media impressions
across Women's EURO
2025 social channels
+157% on 2022

UEFA.COM AND APPS

357m
sessions on our
club competition
website and apps
+23% on 2023/24

10.3m
UEFA.com sessions across
Women's EURO 2025
social channels
+57% on 2022

Increase in
organic sessions:



GAMING

+42%
visits to UEFA gaming app – up to **45m** gamers

+24%
in Champions League Fantasy participation,
reaching **1.9m** gamers

New Predict 6 format drove increases
across UEFA gaming



BROADCAST

500m+
viewers across all
Women's EURO 2025
programming

+22%
in Europa League/
Conference League
viewership on
2023/24

1.182bn
global audience
for Champions
League

+23%
in Women's
Champions
League final
live viewership
on 2024



MEN'S CLUB COMPETITIONS 2024–27



WOMEN'S EURO 2025



Global sponsors



MEN'S NATIONAL TEAM FOOTBALL



FINALS



FINAL



WOMEN'S FOOTBALL 2021–25





BUILDING FOR THE FUTURE

The 2024/25 season was another reminder of how our youth competitions provide developmental pathways for emerging talents.

As England celebrated the defence of their European Under-21 crown in June 2025, having held off a second-half Germany comeback in Bratislava, there was a familiar sense that this victory could propel the latest crop of Young Lions to even greater heights, just as it had their predecessors in 2023.

The examples of Cole Palmer, goalscorer in the UEFA EURO 2024 final, and Anthony Gordon, a regular fixture in the senior squad since being named UEFA Under-21 EURO player of the tournament, underline how the experience gained at age-grade tournaments can serve as a gateway to success at senior international level.

Germany's Nick Woltemade provides another illustration of how rising stars can effectively hone their talents in youth football. Having received his first senior call up for the 2025 UEFA Nations League finals on home soil in early June, he then returned to the Under-21s and finished the month as the tournament's top scorer.

Structured development

Woltemade has since made his UEFA Champions League debut with Newcastle United and scored regularly in the senior national team's qualifying campaign for the FIFA World Cup. His progression is the result of a deliberate approach by the German Football Association (DFB) to age-grade football.

"We aim to support our players over a long period of time, with three cycles in which our coaching teams support particular age groups: U15–U17, U18–U19 and U20–U21," said Kai Krüger, Germany's head of youth national teams. "Ideally, as many players as possible who have already gained tournament experience – which is essential for optimal development – will make it to the Under-21s. Experience cannot be bought – it can only be gained."

The Under-21 age category is the final developmental stage before full international status. "It's an important intermediate step on the way to the senior national team," explained Krüger. "Good communication between our teams enables us to structure and plan players' career paths, allowing for permeability between the Under-21 and the senior national teams."

UEFA Women's EURO 2025 offered ample evidence of the same pathway, with many of the stars in Switzerland having previously tested themselves at our youth tournaments. The Spain squad that reached the final offered multiple examples, among them previous Under-19 winners Aitana Bonmatí, Patri Guijarro and Olga Carmona, as well as 2023 Under-17 top scorer Vicky López.

Setting the stage

Our youth competitions do more than just familiarise players with the big stage – they also help host nations gain valuable experience for staging future events. The 2025 men's UEFA Under-17 EURO, won by Portugal, gave Albania an ideal opportunity to test its procedures and infrastructure before they co-host the Under-21 EURO with Serbia in 2027. Romania, co-hosts of the 2023 Under-21 EURO, were finally able to stage the men's UEFA Under-19 EURO – won by the Netherlands – after the 2021 edition was cancelled due to COVID-19.

The Netherlands also lifted the UEFA Women's Under-17 EURO trophy in the Faroe Islands. Hosting a first UEFA final tournament was the spark for a Faroe Islands Football Association (FSF) legacy plan to raise standards for elite female players. During the tournament, the association ran Q&A sessions for players on its women's talent pathway, with the goal of creating individual development plans for all of them.

Poland celebrated a historic milestone in hosting its first women's finals – the UEFA Women's Under-19 EURO, won by Spain. The tournament served as the European qualification process for the 2026 FIFA U-20 Women's World Cup, also hosted by Poland. "These events send a strong message to the world," said tournament ambassador and Poland international Weronika Zawistowska.

"It's a powerful way to inspire the next generation."

"Experience cannot be bought – it can only be gained."

Kai Krüger, head of German youth national teams





LOCAL HEROES

As the only pan-European competition for amateur teams, the UEFA Regions' Cup embodies the community spirit and love of the game that characterises grassroots football across the continent.

“I am so full of pride, there are no words for what I’m feeling. This is for the whole region of Aragón.”

Daniel Torcal may not be a global superstar, but in a corner of northeastern Spain, his name is now firmly etched in legend. It was the 25-year-old forward whose decisive goal secured a first Regions' Cup title for Aragón and whose emotional reaction encapsulated just how much European success meant to him and his teammates.

“Winning the Regions' Cup is the greatest sporting achievement in the more than 100-year history of our regional federation,” explained Diego Camarero, the Royal Aragonese Football Federation’s head of legal, who travelled to the finals in San Marino as team translator and assistant manager.

Camarero’s multitasking typifies the Regions' Cup. Here, there are no five-star luxuries or battalions of support staff to fulfil every need. Aragón made the 3,000km round trip from their headquarters in Zaragoza by bus, including a 48-hour return journey after playing four matches in nine days.

Back on home soil, the team were awarded an official medal of sporting merit by the president of Aragón. “They were exhausted after the bus journey, but they were living the dream,” said Camarero.

“For a group of amateur players – students, husbands, fathers and blue-collar workers – it was almost too much to cope with.”

Grassroots origins

The sacrifices made by Aragón’s players and the community celebrations that marked their triumph are both reminders of the grassroots origins of the Regions' Cup. Introduced in 1999 and held biennially, it is the only UEFA competition for amateur teams, offering a unique shot at glory for those who play, coach or volunteer simply out of love for the game.

For each participant, the journey starts at the very base of the European football pyramid when they are selected for the team representing their regional association. Aragón’s winning players

were recruited from more than 600 amateur clubs participating in the region’s leagues. “Most of my team-mates are rivals in the league, but playing alongside each other develops a bond that is close to friendship, and now it is more – it’s brotherhood!” said Karol Losin, Aragón’s captain.

The regional teams compete for the title of national amateur champions and, with it, the right to enter the qualifying competition of the Regions' Cup, which consists of two group rounds – preliminary and intermediate.

San Marino

Eight teams progress from the intermediate round to the UEFA Regions' Cup final tournament, hosted by one of the finalists. Over the competition’s 25-year history, 28 nations have produced final contenders, with Finland and San Marino joining the list in 2024/25. The selection of the San Marino Football Federation (FSGC) to host the 2025 edition marked a notable

“Winning the Regions' Cup is the greatest sporting achievement in the more than 100-year history of our regional federation”

Diego Camarero, Royal Aragonese Football Federation

double debut – their first finals at any level as a participating team and the first as solo host.

Staging the tournament represented a valuable opportunity for the FSGC to inspire and support local players. “Any games you play wearing the national team shirt are a big challenge, but a final tournament in front of our own fans has a different taste,” said Samuel Pancotti, scorer of a stunning free-kick that earned San Marino a draw in their opening fixture.

Funding and advice from UEFA ensured that one of Europe’s smallest associations was fully prepared. “The HatTrick programme gave us the means to fix a

problem at our Acquaviva Stadium, where the pitch had been seriously damaged by heavy floods,” said Michele Raschi, who led the FSGC’s organisation of the event. “UEFA also helped us with venue and match operations, from replacing seats to updating the sound systems.”

New dressing rooms and service facilities were installed at both venues used for the finals, ensuring a long-term legacy for local clubs, who in turn helped the FSGC mobilise volunteers. “The whole country is now fully aware of what hosting a UEFA final tournament means,” declared Raschi. “Our team wrote an extraordinary new page of history.”





BREAKING NEW GROUND

Bumper crowds at the UEFA Futsal Champions League finals underlined the game's growing popularity in France.

It spoke volumes for the continued expansion of football's five-a-side cousin that Etoile Lavalloise, hosts of the 2024/25 Futsal Champions League finals, successfully switched the tournament from their home base of Laval to a higher-capacity venue in Le Mans.

A packed 5,785-capacity Antarès arena was a fitting reward for our joint effort with the French Football Federation (FFF) to push boundaries and take futsal to new audiences. Despite Lavalloise having been eliminated earlier in the tournament, the appetite for top-level futsal was demonstrated by the 2,000 tickets that were sold between the semi-finals and the final.

The finals were the first to be organised by a futsal club rather than a national

association, as well as the first UEFA futsal finals to be played in France, where there has been substantial investment in the format in recent years.

History was made on the pitch as well as off it as Palma lifted the trophy for a record third time in a row, after a dominant 9-4 defeat of Kazakhstan's Kairat Almaty.

Unbeaten in 24 matches since making their debut in the Futsal Champions League in 2022/23, the Spanish club have achieved

2,000

tickets sold between the semi-finals and final

the competition's longest-ever winning streak. Victory for Spanish debutants Cartagena Costa Cálida over Portugal's Sporting CP in the third-place play-off offered yet more evidence of European futsal's growing competitive balance.

New format to boost visibility

From 2025/26, the Futsal Champions League elite round will be replaced by a round of 16 and quarter-finals, all played in the form of two-legged knockout ties. The change – announced in April 2025 – means that each of the 16 highest-ranking teams is guaranteed at least one home game in the latter stages of the competition, boosting media exposure for futsal and ensuring new opportunities for local fans to watch their team face off against top opposition.

34



'Futsal needs to maintain its identity'



Vadims Lašenško, chair of the UEFA Futsal Committee and president of the Latvian Football Federation (LFF), outlines some of the main challenges – and opportunities – facing the five-a-side game.

Futsal is developing at a rapid pace, but there's still untapped potential. What are the main challenges to the game's continued growth in Europe?

Futsal is moving forward at impressive speed, with greater visibility, stronger competitions and increasing participation. Yet challenges remain. For one, media coverage needs to grow. Futsal deserves far more exposure, particularly at domestic league level. We must also work hard to ensure it develops as its own discipline and is not seen simply as a smaller version of football.

Many of the big futsal clubs share names and branding with football clubs. How does this impact the game's development?

There are both positives and drawbacks. The benefits are immediate recognition, shared resources and a strong fan base from day one, offering football fans a clear pathway to discover futsal. However, the downside is that futsal can risk being overshadowed, treated as a side project rather than a fully professional sport in its own right. Getting the balance right is important.

What are the benefits of larger associations, such as France, investing more into futsal?

This is a hugely positive development. When major associations dedicate resources to futsal, it sends a strong message about its importance. It improves youth systems, strengthens domestic leagues and ultimately raises the level of international competition. For Europe as a whole, this lifts standards and accelerates the sport's growth.

Playing futsal is commonplace for children in countries such as Brazil. How can that success inspire more participation and an alternative development environment for European players?

Brazil is a great example. Young players learn technical skills, quick decision-making and creativity in futsal before playing the game at senior level or transitioning to football. Futsal could play a similar role in Europe, but it cannot be treated merely as a stepping stone to football – players need to see clear pathways from the grassroots to the elite. Professional leagues, full-time contracts and strong international competitions all help to keep talent in the game, and its dynamism appeals to young audiences.

The first Women's Futsal World Cup took place in the Philippines in late 2025. What are your hopes for its legacy?

The Women's Futsal World Cup was a historic moment. I believe it can be a catalyst for the women's game, encouraging national associations to invest more and inspiring young girls to take up the sport.

How will co-hosting Futsal EURO in 2026 inspire future generations of players in Latvia?

It is a proud milestone, but hosting the competition, alongside Slovenia and Lithuania, is not just about showcasing top-level futsal – it's also about creating a legacy. We want to inspire young players, improve infrastructure and build long-term participation.

The Latvian Football Federation is working closely with schools, local clubs and municipalities to ensure the tournament leaves a lasting impact. Our aim is that every child in Latvia who wants to play futsal will have the chance to do so.

35



• DEVELOPMENT

From infrastructure to education and from grassroots to elite, we invest in all levels of the game to ensure that European football continues to thrive.



GIVING BACK TO THE GAME

We reinvest revenue from our competitions to run development programmes that support our 55 member associations and strengthen the entire football ecosystem, in Europe and beyond.

HatTrick Direct funding

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

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

The 2024/25 season celebrated 20 years of HatTrick. The programme's sixth edition is drawing on the net revenue generated by UEFA EURO 2024 to redistribute €935m to our member associations between 2024 and 2028, a 21% increase in value on the previous four-year cycle.

UEFA Grow Strategic development

Offers on-demand knowledge and guidance to help associations align development projects with both their priorities and our own strategic goals, ensuring a measurable and impactful return on investment.

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

UEFA Academy Personal development

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

In 2024/25, 568 students representing 77 nationalities across the global football community – from confederations, associations, leagues and clubs – graduated from UEFA Academy courses.

UEFA Together

Global strategic development and funding

Contributes to the global development of football by exchanging our knowledge and expertise and that of our national associations with our five sister confederations – AFC (Asia), CAF (Africa), Concacaf (North and Central America and the Caribbean), CONMEBOL (South America) and OFC (Oceania) – and their member associations.

The programme operates across three main areas:

- **Shared goals** Three-year collaborations with our sister confederations, focusing on key areas of football development in line with their strategic objectives.
- **Developing youth football** Age-group development tournaments that bring together boys' and girls' national teams from different continents, providing elite youth talent with vital experience of high-intensity international tournament football and a broader cultural understanding.
- **Knowledge exchange** Using our events as opportunities to create new strategic partnerships between European associations and members of other confederations.

Solidarity payments

Direct funding from our club competitions

Each season, we allocate a percentage of income from our club competitions for distribution among non-participating clubs.

UEFA Champions League, Europa League and Conference League

Payments aim to strengthen the financial stability of European football, support competitive balance in domestic leagues and improve clubs' youth development, sporting infrastructure and governance mechanisms.

For the 2024–27 club competition cycle, annual solidarity payments to non-participating top-division teams and those eliminated before the league phase are capped at €440m – 69% more than the equivalent figure for the 2021–24 period and approximately 10% of the combined gross commercial revenues of the three competitions.

UEFA Women's Champions League

Payments can be reinvested only into development projects. Associations represented by at least one club are eligible for UEFA solidarity funds to distribute equally among non-participating top-division clubs. For 2024/25, €5.6m was set aside for non-participating clubs, equivalent to 23% of the total sum available through the competition's financial distribution model.



LISTENING, ADAPTING, DEVELOPING

Our HatTrick development programme entered a new era with record funding and greater flexibility to meet the evolving needs of our 55 member associations.

The 2024/25 season marked the start of the sixth cycle of HatTrick, our flagship solidarity and development programme, boosted by €935m of revenue from UEFA EURO 2024.

A defining feature of the latest cycle is the introduction of flexible incentive funding – a direct response to feedback from national associations that requested greater freedom in how they allocate HatTrick resources to address their specific needs. Associations are now able to reallocate part of the incentive funding to their priority development areas.

Karl-Erik Nilsson, chair of the HatTrick

Committee, summed up the new approach: "This change reflects our belief in partnership. By giving associations more flexibility, we empower them to shape projects that truly fit their needs while staying aligned with UEFA's development vision."

The evolution builds on 20 years of HatTrick by delivering transformative infrastructure projects, grassroots programmes and advances in governance, the effects of which were evident at UEFA Women's EURO in Switzerland and the various youth tournaments that took place in spring and summer 2025.

"By giving associations more flexibility, we empower them to shape projects that truly fit their needs."

Karl-Erik Nilsson,
HatTrick Committee chair



HatTrick funding supports the running of Switzerland's national youth centre for girls.



Case study | Football infrastructure development | Faroe Islands

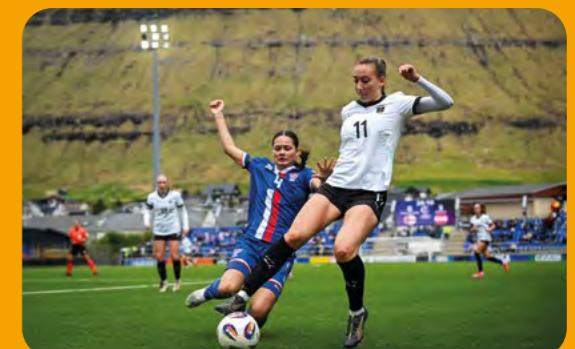
Lighting the way

The Faroe Islands made history when they hosted their first-ever UEFA final tournament – the Women's Under-17 EURO in May 2025. Two stadiums, Tórsvöllur in Tórshavn and Við Djúpumýru in Klaksvík, staged matches illuminated by brand-new floodlights funded by the HatTrick programme.

"It was a proud moment to host our first major UEFA tournament in the Faroe Islands, welcoming some of the brightest young stars in Europe to our country," said Kristin Dam Ziska, Faroe Islands Football

Association (FSF) general secretary. "This would not have been possible without funding from initiatives like HatTrick, which is vital for smaller national associations like ours, and allows us to make important upgrades to our facilities and infrastructure."

Indeed, the lighting upgrade was part of a broader, long-term renovation of Tórsvöllur, the national stadium, with HatTrick financing supplemented by the municipality of Tórshavn, the FSF and FIFA. Over the past decade, the stadium has undergone a



complete transformation – new stands, modern facilities and a top-quality pitch, and with the state-of-the-art LED pitch illuminance system now in place, the Faroe Islands can look forward to hosting more UEFA tournaments in the future.



Case study | Elite youth development | Switzerland

Creating stars for Women's EURO 2025

For more than a decade, HatTrick has supported the Swiss Football Association (SFA) in operating its national youth training centre for girls – a cornerstone of player development in Switzerland. This high-performance environment caters for the country's most promising talents aged 13 to 15, combining elite football training with a strong academic education. The goal is to provide a balanced pathway that nurtures both sporting excellence and educational development.

Participants receive tailored coaching, physical conditioning and personal development support, not only preparing them for the demands of top-level football but also for success beyond the pitch.

The results speak for themselves: many graduates have progressed

to the senior national team and featured prominently on home soil at Women's EURO 2025, with the likes of Iman Beney, Noelle Maritz and captain Lia Wälti proof of the programme's lasting impact.

"The girls' national youth training centre has been a huge success for Swiss football, providing a clear development pathway for the most talented young players in the country," said Marion Daube, SFA women's football director. "Before we launched the programme, we had never qualified for a Women's EURO, but we have now played in the three most recent tournaments.

We are sure that the legacy of 2025 will only raise the popularity of the game and create even more talent for us to choose from over the coming years."



Case study | Community social impact | Northern Ireland

Football serving the community

In Northern Ireland, HatTrick helped the Irish Football Association to deliver a far-reaching social impact project designed to make the game more inclusive and supportive of local communities. Running from 2021 to 2024, the initiative focused on four pillars: disability football, safeguarding, education and public affairs.

"The programme has transformed opportunities for disabled players," said James Thompson, director of the Irish FA Foundation. "Our new strategy includes free coaching programmes in schools as well as tailored competitions, which have opened the game to hundreds of children with learning difficulties. We are also supporting 58 inclusive clubs through the provision of equipment, coach education and mentoring."

A mobile app, training courses and the appointment of player welfare officers have further strengthened safeguarding measures, ensuring every club meets high standards of child protection. Educational programmes run in partnership with Ulster University provide scholarships and career support for former players, helping them transition into coaching and leadership roles.



Youth development in Romania has benefited from UEFA Grow's tools and expertise.



A DECADE OF STRATEGIC TRANSFORMATION

UEFA Grow's tenth birthday was a time to reflect on its evolution from marketing support tool to comprehensive planning partner.

Since its inception in 2015, UEFA Grow has provided tailored assistance to help national associations prepare for the future, improve governance structures, boost participation and unlock new financial opportunities. Its impact has been felt across the entire breadth of European football.

The Football Association of Finland (SPL) was among the first to pilot UEFA Grow and has since leveraged the programme to define and refine its strategic approach, improving its public image while increasing commercial revenue and player retention.

"UEFA Grow came at a crucial moment for us," explained SPL general secretary

Marco Casagrande. "We were in the middle of strategic planning, and being involved in the pilot offered us a professional, forward-looking dialogue that helped shape the future of Finnish football."

Meanwhile, the Romanian Football Federation (FRF) made use of UEFA Grow's

tools and expertise to drive sustainable development across the country, adopting data-driven decision-making and expanding youth development through new grassroots competitions like the girls' Village Cup and initiatives such as 'football hour' in primary schools.



"UEFA Grow has been an essential support in implementing our long-term strategy," said FRF president Răzvan Burleanu. "It's not just a set of tools – it is a genuine partner in strategic development. The most important thing is to view it not as a one-time project, but as a continuous process of organisational transformation based on analysis, collaboration and innovation."

Specialist events for common challenges

As the football landscape evolves at an increasingly rapid pace, the insights and expertise offered by UEFA Grow help national associations to remain resilient and forward-thinking in the face of potentially game-changing challenges – from the emergence of artificial intelligence to the increasing influence of Gen Z.

In March 2025, the UEFA Grow marketing and commercial conference in Athens raised precisely those kinds of topics, inviting key players from across the football, technological and digital industries, including experts from TikTok and UEFA partners Just Eat Takeaway.com and Lidl, to join marketing and commercial leads from each of Europe's national

"UEFA Grow offered us a professional, forward-looking dialogue that helped shape the future of Finnish football."

Marco Casagrande, SPL general secretary

associations in examining the latest trends and best practices to increase both revenue and reach.

Another specialised event convened finance and human resources leaders in Rome in May 2025. Hayk Makaryan, head of finance and accounting at the Football Federation of Armenia (FFA), was among those grateful for the opportunity to share experiences with counterparts from across the continent: "Irrespective of scale, I was greatly surprised to see many associations facing broadly similar challenges, especially within our peer group."

These events not only explored emerging trends but also fostered collaboration among marketing, finance and HR leaders in tackling challenges together and sharing success stories – ensuring progress in one country can benefit the wider football community.

Former UEFA vice-president Karl-Erik Nilsson was one of the programme's original proponents and has been encouraged by the programme's continued impact. "There has been a notable openness and willingness to share ideas and experiences, contributing positively to the overall development of football across Europe," he said. "In other words, UEFA Grow has opened the doors to better strategic collaboration within European football."



FROM EX-PRO TO EXECUTIVE ROLE

In an era when European football demands more than just talent on the pitch, the UEFA Academy helps prepare future leaders for the game's evolving challenges.

The UEFA Academy catalogue continued to expand in 2024/25 with the introduction of the Sporting Director Programme (SDP) and the Sustainability in Football Compact Course (SFC), two new qualifications developed and delivered in partnership with European Football Clubs (EFC).

Recognising the importance of strategic leadership for the success of any football organisation, the SDP is designed to help sporting directors hone the specialist skills required to excel in their role.

"A modern sporting director connects all key areas of a club – from the academy to the first team, scouting, analysis, medical and coaching staff – and ensures long-term strategic direction," explained former

Germany international Marko Marin, now technical director of FK Crvena Zvezda and member of the SDP's first cohort. "The course has influenced my daily work in a very positive way."

Preparing for the challenges ahead

Over three months, participants are equipped with the expertise needed to meet the challenges of modern football.

"Education is an essential foundation of modern football, and programmes such as this raise professional standards across Europe," said Marin. "The content covering leadership and communication stood out for me, but the mix of management tools, strategic thinking and practical case studies made the course extremely comprehensive."

Having participants from women's football also brought valuable perspectives and enriched the discussions."

As European football continues to grow, so too does the need to take responsibility for managing its environmental impact and to leverage its reach to promote positive social change. To help clubs future-proof their operational planning, we launched the SFC in partnership with EFC and with academic support from the SDA Bocconi School of Management.

The four-day compact course helps sustainability managers from clubs, national associations and other football organisations to devise effective strategies and develop the skills to put them into effect, bringing participants together not only to learn new principles, but also to exchange existing ideas and experiences.

Indeed, beyond the qualifications themselves, one of the major advantages of taking part in a UEFA Academy

programme is entry to a network of over 4,000 professionals and alumni, as Marin attests: "The members of the course remain in regular contact, and whenever someone needs support, people are always willing to help. This sense of community is one of the programme's biggest strengths."

Inspiring tomorrow's leaders... and today's

The UEFA Women in Football Leadership Programme has been empowering professionals in the football industry since 2014 and was recently opened to participants from South America thanks to our close relationship with CONMEBOL.

Over the past ten years, more than 300 women have graduated from our Women in Football Leadership Programme (WFLP), delivered by the UEFA Academy in conjunction with the IMD Business School in Lausanne and with the support of our partner EA Sports FC.

Designed to increase female representation in senior decision-making positions, the WFLP provides participants with the skills, confidence and networking opportunities to maximise their potential. The class of 2024 included 34 women from diverse backgrounds across Europe – and beyond.

"It's so interesting because we have people from so many countries but who face the same challenges," said Estela Lucas Santos, director of intelligence and fan experience at the Portuguese Football Federation (FPF). "When we discuss them, we get different perspectives and ideas that make us all richer for the experience."

Molly Hrudka, senior manager in digital and data strategy at the English Football Association (The FA), added: "We have different perspectives and different ways of thinking about how to achieve our goals. We are creating a space for women to be bold and make decisions."

Sharing a winning formula

Over 9,000km away in Rio de Janeiro, the sentiments were the same. Thanks to the UEFA Together programme, which supports development projects all over the world, and our long-standing strategic partnership with CONMEBOL, we launched the first South American edition of the UEFA-CONMEBOL WFLP in March 2025.

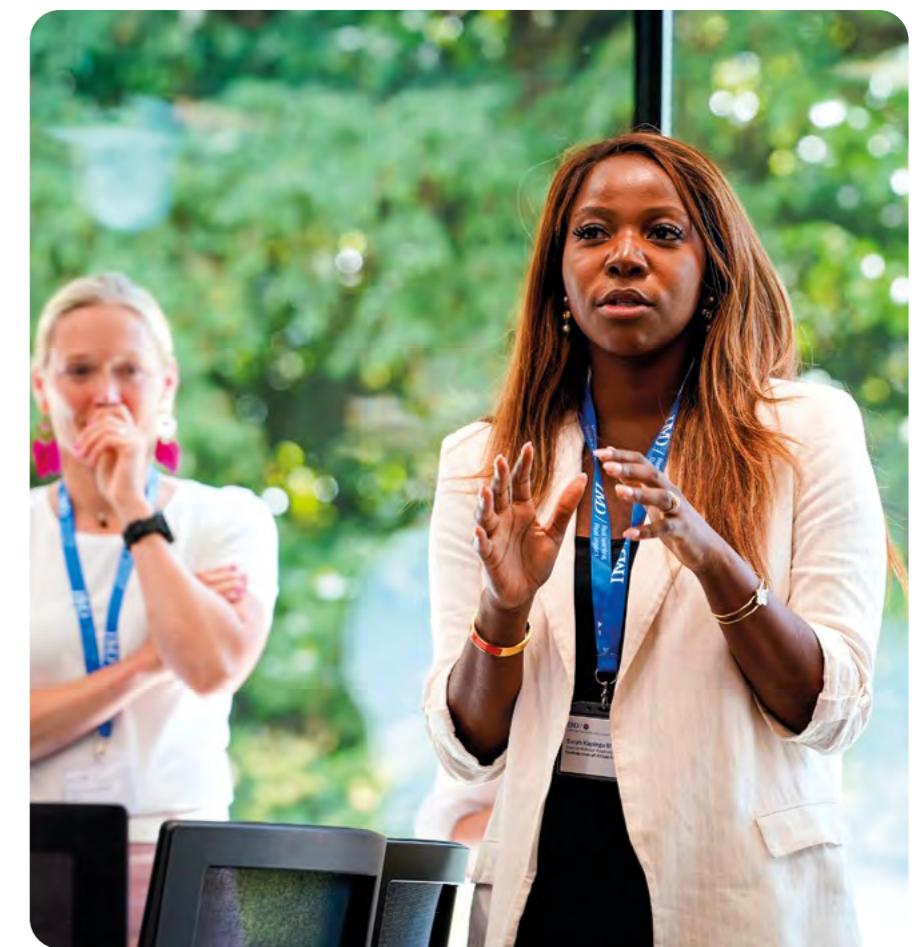
This was the first time the course had been held outside Europe. Participants included UEFA and CONMEBOL staff, plus women from several South American national associations, the Portuguese and Spanish FAs, FIFA and Concacaf.

"We thank UEFA for this programme in South America. As leaders, we have a responsibility to continue to break new ground, debate and believe big," said CONMEBOL's deputy general secretary Monserrat Jiménez.

The longer-term benefits will take time to emerge, but this ground-breaking initiative represents a shared commitment to promoting equality and creating even more opportunities for women within the game.

"We have different perspectives and different ways of thinking about how to achieve our goals. We are creating a space for women to be bold and make decisions."

Molly Hrudka, The FA senior manager in digital and data strategy





UEFA Together supported our African sister confederation in staging the first CAF Under-17 Girls Integrated Football Tournament.

GLOBAL IMPACT

Our commitment to supporting football development around the world gathered pace as we kicked off the UEFA Together programme with a series of projects and events in partnership with our sister confederations and their member associations.

UEFA Together contributes to the global growth of the game by offering strategic support, opportunities to collaborate and funding for initiatives all over the world. It builds on the worldwide connections established under its predecessor, UEFA Assist, by focusing on impact in three areas: three-year development plans, opportunities for youth players and knowledge exchanges.

The programme's first major project came in January 2025 as we teamed up with the Confederation of African Football (CAF) to deliver an initiative in Dar es Salaam, Tanzania, which provided girls with

both elite-level sporting opportunities and crucial health information.

The week-long event was built around the first CAF Under-17 Girls Integrated Football Tournament, a competition for club teams from across east and central Africa. It also featured educational workshops focused on preventing cervical cancer by raising awareness of the HPV vaccine and grassroots coaching events that offered younger girls a first experience of playing organised football. It was the first step of a wider strategy to boost opportunities for elite female players across the continent.

"Women's football has been growing immensely in Africa, and this new relationship between CAF and UEFA Together will bring a lot of support that can help us professionalise, but also develop at grassroots level," explained Meskerem Goshime, CAF head of women's football.

Shared visions

Another standout initiative is the Women's Football Programme, a three-year partnership between the Asian Football Confederation (AFC) and UEFA. Supporting five AFC member associations – Chinese Taipei, Lebanon, Thailand, Uzbekistan and Vietnam – the initiative helps to develop national strategies for women's football, blending funding, expert guidance and immersive learning experiences.

Among the highlights were AFC delegates visiting Switzerland during UEFA Women's EURO 2025, where they took part in workshops at UEFA headquarters, enjoyed tournament matches in Geneva and Sion, and visited Servette FC Chênois Féminin. These experiences reinforced the shared vision of a sustainable and inclusive future for women's football.

Knowledge-sharing exercises such as these have been central to the programme's success. Online and in-person exchanges, as well as strategic funding and UEFA expert visits, have helped each association launch their first-ever women's football strategies, which are now shaping grassroots initiatives, club development and national team standards throughout Asia.

"This collaboration between UEFA and the AFC is key to the success of our participating associations as they strive to take women's football to the next level within their countries," said Vahid Kardany, AFC deputy general secretary. "We are delighted with the progress achieved so far and look forward to building on the achievements in the years ahead."

Igniting ambition

Women's football development is just one of the areas in which UEFA Together has made an important impact. The programme has also enabled 22 teams to participate in international friendly tournaments for elite youth players.

To highlight one example, in New Zealand in May 2025, an Under-15 boys' tournament organised alongside the Oceania Football Confederation (OFC) offered talented teenagers from nine countries a first experience of international football and the chance to dream of a senior national team career.

"This partnership plays a vital role in helping us raise the standard of youth football across Oceania," said Franck Castillo, OFC general secretary. "It provides our young players with invaluable international experience and a clear development pathway towards elite competition."

For Solomon Islands player Louis Oritaime, it was the opportunity of a lifetime: "This is the first time I have travelled to a different country and I made friends with boys from Vanuatu. Football means everything to me, so I'm really happy with how it's gone and that I took the opportunity to play."

Strengthened partnerships, new opportunities and a mission which expands beyond Europe's borders – the UEFA Together ethos embodies football's power to drive positive impact on and off the pitch.

More than a tournament

The UEFA Friendship Cup was launched in 2024 to bring together elite young players from all over the world in a sporting and social context, combining international competition with cultural and technical exchanges.

Sixteen nations from five confederations took part in the second iteration, with the women's Under-18 tournament played in Türkiye in April 2025 and the men's equivalent staged in Switzerland in June.

"We give a lot of credit to UEFA for bringing all these different countries together. The spirit, the camaraderie, the competition and the collaboration were fantastic," said Marlon LeBlanc, who coached the USA to victory in the men's competition. "I think everybody is really proud of the fact that you can bring all of these different nations together and create new friendships."

WOMEN'S UNDER-18

29 March – 10 April 2025
Riva, Türkiye (collaboration with the Turkish Football Federation)

Group A: Colombia, Thailand, Türkiye, Zambia

Group B: Finland, Jamaica, Lebanon, Tanzania

WINNER: COLOMBIA

MEN'S UNDER-18

30 May – 11 June 2025
UEFA HQ, Nyon, Switzerland (collaboration with local clubs, schools and communes)

Group A: Argentina, Australia, France, USA

Group B: Japan, Portugal, Senegal, Uruguay

WINNER: USA



STRENGTH TO STRENGTH

UEFA Women's EURO 2025 added fresh momentum to the game's upward trajectory – a reflection of the inspiration behind Unstoppable, our women's football strategy for 2024 to 2030.

"If this tournament has proven one thing, it's that wherever we build a stage for women's football, people will come."

Speaking ahead of the final of Women's EURO 2025, UEFA director of women's football Nadine Kessler was unequivocal about the future of the game across Europe.

The record number of fans in stadiums and viewers following the matches on TV and online gave credence to her argument, and the overall success of the competition proved that European women's football has never been in a better place.

It was also an important early mark of success in the progress of Unstoppable, our women's football strategy, which is part of a €1bn commitment to the game by 2030. Unstoppable aims to further professionalise domestic leagues across Europe, leveraging major tournaments like Women's EURO to accelerate the growth and visibility of the women's game.

Hosts with the most

In Switzerland, Women's EURO fever was evident wherever you looked. A sea of red and white shirts became the standard backdrop, with people from all over the country out in force to cheer on the hosts. A new attendance record for a Swiss women's national team match was set – 34,063 at their opening game against Norway in Basel – and the fan walks kept on growing as the tournament progressed.

The Swiss Football Association (SFA) has a long-term plan to maintain this momentum. Launched in November 2023, its Here to Stay legacy programme will boost the long-term health of domestic women's football. Backed by €11m in funding, the programme aims to double the numbers of female players, coaches, referees and decision-makers in the game by December 2027, as well as increasing the popularity of the national Women's Super League.

A series of initiatives are in place to contribute towards those goals. The Legacy Challenge incentivises grassroots clubs to establish women's teams and recruit female coaches, referees and administrators, and the SFA has launched new coaching courses designed specifically for women, with a special toolkit for schools providing teachers and coaches with everything they need to get girls playing the game.



+156%

in Women's EURO
prize money

Collective growth

Efforts to capitalise on the success of Women's EURO 2025 don't end at Switzerland's borders, either. Tournament prize money increased to €41m, 156% higher than in 2022, with players receiving a minimum 30% of the pot to directly reward their efforts for the first time. Meanwhile, benefit payments to clubs rose to €9m in recognition of their important contribution and will have a major impact in developing the game across the continent.

All participating national associations were encouraged to create and deliver legacy projects, and for the two debutants – Poland and Wales – the tournament presented a significant opportunity to increase participation and attract new investment in the sport.

"For Wales, legacy means using the tournament as a springboard for long-term, systemic change," explained UEFA vice-president Laura McAllister, a former Wales captain and current deputy chair of UEFA's Women's Football Committee. "From public broadcasters embracing women's sport to cultural initiatives such as a tournament poet and youth-led leadership events, the Football Association of Wales has made sure this journey resonates with the people of Wales." →

"Legacy means using the tournament as a springboard for long-term, systemic change."

Laura McAllister, UEFA vice-president



The future is bright

As Women's EURO 2025 drew to a close, leaders in women's football gathered in Basel at the UEFA Women's EURO Final Forum to explore how the ripple effects of the tournament could be felt more widely across Europe.

In her opening remarks, Nadine Kessler set out a clear vision for the future: "We want Europe to have multiple professional leagues, where football is a career for thousands, not just an elite few. Where all our 150,000 grassroots clubs have their doors open to both boys and girls. Where we lead women's football with agility and vision. Where we cherish our own impressive history and culture."

At the heart of the discussions were Unstoppable's four long-term goals: participation, professionalisation, investment and identity. Specialist panels featuring players, coaches, administrators and representatives of the European Commission examined strategies designed to turn ambition into reality.

Progress towards those goals is well under way. At grassroots level, UEFA Playmakers uses the magic of Disney storytelling to drive continued growth among girls aged five to eight. Across 12 European countries where less than 1% of girls play football, Playmakers more than doubled participation in one season, with some nations increasing player registrations as much as sevenfold.

In 22 UEFA member associations, Playmakers centres represent at least 40% of the total number of registered clubs offering a women's football development pathway, providing unprecedented access for girls not just to play but to thrive.

Playmakers is making a crucial impact wherever it goes, even in established women's football nations like Norway, where the national association has embedded the programme into its long-term strategy as a means of creating a welcoming first contact point with the sport.

Trending upwards

Back at the elite level of the game, increasing commercial and fan interest are paying off, with clubs and leagues benefiting from strategy, structure and collective ambition.

The fourth edition of the UEFA Business Case for Women's Football, held ahead of the 2025 UEFA Women's Champions League



final in Lisbon, once again emphasised how long-term planning is delivering returns. Smart investment in facilities, staffing, youth academies and fan engagement, alongside growing matchday and merchandise revenue, contributed to a 187% revenue surge across major clubs in Europe's top women's leagues – England, France,

+146%
in average league
revenues across
Europe's top
women's leagues

Germany, Italy and Spain – between the 2019/20 and 2023/24 seasons.

At league level, improved broadcasting, sponsorship and infrastructure strategies have led to a 146% increase in average league revenues across the same five nations over the same period.

The increasing financial strength of women's clubs and leagues is also being

passed onto players, who are benefiting from longer contracts, salary increases, improved safeguarding and support systems, and better facilities. While there is more work to be done, these developments all indicate that the ambitious goals set out by the Unstoppable strategy are well within sight.

Unstoppable

Four long-term goals for 2030

With **€1bn** of competition revenue and UEFA investment committed to women's football initiatives between 2024 and 2030, our Unstoppable strategy aims to make women's football:

- the most-played team sport for women and girls in every European country, by developing football pathways for players, coaches and referees in addition to grassroots opportunities;
- the home of the world's top players, with six fully professional leagues and 5,000 fully professional players across the continent;
- the most sustainable and investable women's sport, with record-breaking UEFA competitions; and
- a sport celebrated for its unique values and community, and in which everyone believes that they can have a place.





COME ONE, COME ALL

CELEBRATING GRASSROOTS FOOTBALL

The 2025 UEFA Grassroots Conference was a rallying point for the European football community to renew its commitment to creating opportunities for everybody who wants to be part of the beautiful game.

The Baltic coastal town of Sopot, Poland, provided the backdrop for the 14th UEFA Grassroots Conference – not just a meeting of experts and football lovers, but a dynamic celebration of the game's power to unite, inspire and create opportunities for players at all levels.

Just a goal kick away from the conference venue, the sounds of laughter and cheers echoed from an inflatable pitch perched next to

the sea – installed with the help of our grassroots partner EA Sports FC and amplifying the event's core message of putting the player first.

The pitch wasn't just for show. It brought the conference's themes to life in real time, as young players of all backgrounds and abilities played side by side, embodying the joy and inclusivity of grassroots football.

Inside, experts from each UEFA member association, FIFA and our

sister confederations AFC, Concacaf and CONMEBOL came together to share ideas, collect insights and shape the future. Topics ranged from innovation in player development and the rise of casual football to data-driven strategies and inclusive pathways for disabled players. Every session offered participants a chance to learn, challenge assumptions and spark new thinking.

Investing in the game's foundations
Each of our member associations now has a grassroots development plan – a cornerstone of the UEFA Grassroots Charter and a requirement for accessing €55m in cumulative HatTrick funding between 2024 and 2028.

In Sopot, several associations demonstrated how their plans are bearing fruit, inspiring with stories of success in keeping the game accessible, safe and welcoming for all. These included building infrastructure, educating coaches and reaching new communities – from urban centres to rural villages.

The message was clear: grassroots football is growing with purpose.

One standout initiative is the UEFA Football in Schools programme, which continues to thrive thanks to dedicated funding. Since its launch in 2020, it has brought football to millions of young people – from nurseries to universities – fostering a lifelong love of the game, as well as confidence, friendships, healthier lifestyles and life lessons that are equally valuable off the pitch.

That same passion was on display in Prague in September 2024, when 60 young players joined UEFA president Aleksander Čeferin and

former internationals Luís Figo, Eric Abidal, Jan Koller and Vladimír Šmicer for a festival of football.

"It's very important to promote the game across Europe and help the kids practise our sport," said Figo. "At this age, the most important thing is to have fun and to enjoy being with your friends."

One thing is clear: with renewed energy, shared knowledge and a united vision, Europe's football community is as committed as ever to creating opportunities for every player – no matter their age, ability or background.

**Football
in Schools
2020-24**

7.6m
children engaged

41,500
schools involved

111,000
teachers trained

Click to read
the four-year
report



DEVELOPMENT



The Tymbark Cup is one of Europe's largest sports events for children.

Polish progress

The Polish Football Association is promoting participation across a huge range of ages and abilities, not least in schools.

"Football in Schools is the background for everything," said amateur football director Przemysław Prętkiewicz, speaking at the UEFA Grassroots Conference, hosted by the Polish Football Association (PZPN). "Most of us start our journeys with sport at school, so these programmes are very important for the PZPN because we know they lay the foundations for all other activity – for clubs, player pathways and lifelong participation."

A flagship PZPN grassroots project is the Tymbark Cup, one of the largest girls' and boys' sports events in Europe. One in four Polish primary schools took part in the 24th edition in 2024: 11,200 teams, all with a chance of playing in the final at the national stadium in Warsaw.

Players that stand out on the pitch are invited to PZPN training games with national youth team coaches, a pathway that preserves the vital link between the

grassroots and elite levels of the game. Some of Poland's most famous players took part in the Tymbark Cup, including women's national team striker Ewa Pajor.

Another key element of the PZPN's grassroots programme is disability football. Poland is the home of Europe's first all-female amputee team, Amp Futbol Polska. Its dedicated programme for female

players won gold for Best Disability Initiative at the 2022/23 UEFA Grassroots Awards, while the national team took third place at the inaugural Women's Amputee Football World Cup in 2024. All part of a wider commitment to ensuring that everyone has the opportunity to enjoy the game.



Dear football

We launched The Game That Made Us in 2025, an inspirational documentary about the joy of grassroots football – available now on [UEFA.tv](#).



Best Participation Initiative: Play More Football (Switzerland)

The Swiss Football Association (SFA) initiative encourages small-sided games without referees, league tables or scores.

"[The initiative] is very well accepted, and coaches and clubs see that there are lots of advantages. Today, there are no parents or coaches shouting on the pitch."

Raphael Kern, head of grassroots football



Best Grassroots Football Club: Smørås IL (Norway)

Smørås IL is a club at the centre of the community, providing kindergarten football, an after-school programme, a cafe for older people and much more.

"We believe we can contribute through football activities, but also through projects outside of football. We help our members become caring, happy people."

Ok-Hini Rønning, deputy chairman



Best Disability Initiative: A part of the team (Denmark)

DBU



The Danish Football Association (DBU) was recognised for creating welcoming football environments for young people with ADHD, autism and other hidden disabilities.

"There were a lot of clubs doing something but the overall approach was not organised. We recognised those clubs were the experts and got their input on what we should do."

Mikkel Alleslev Havry, project leader



Best Grassroots Initiative by a Professional Football Club: Blau-Weisser Bewegungsraum (VfL Bochum 1848, Germany)

VfL Bochum 1848's initiative encourages children to spend more time enjoying movement.

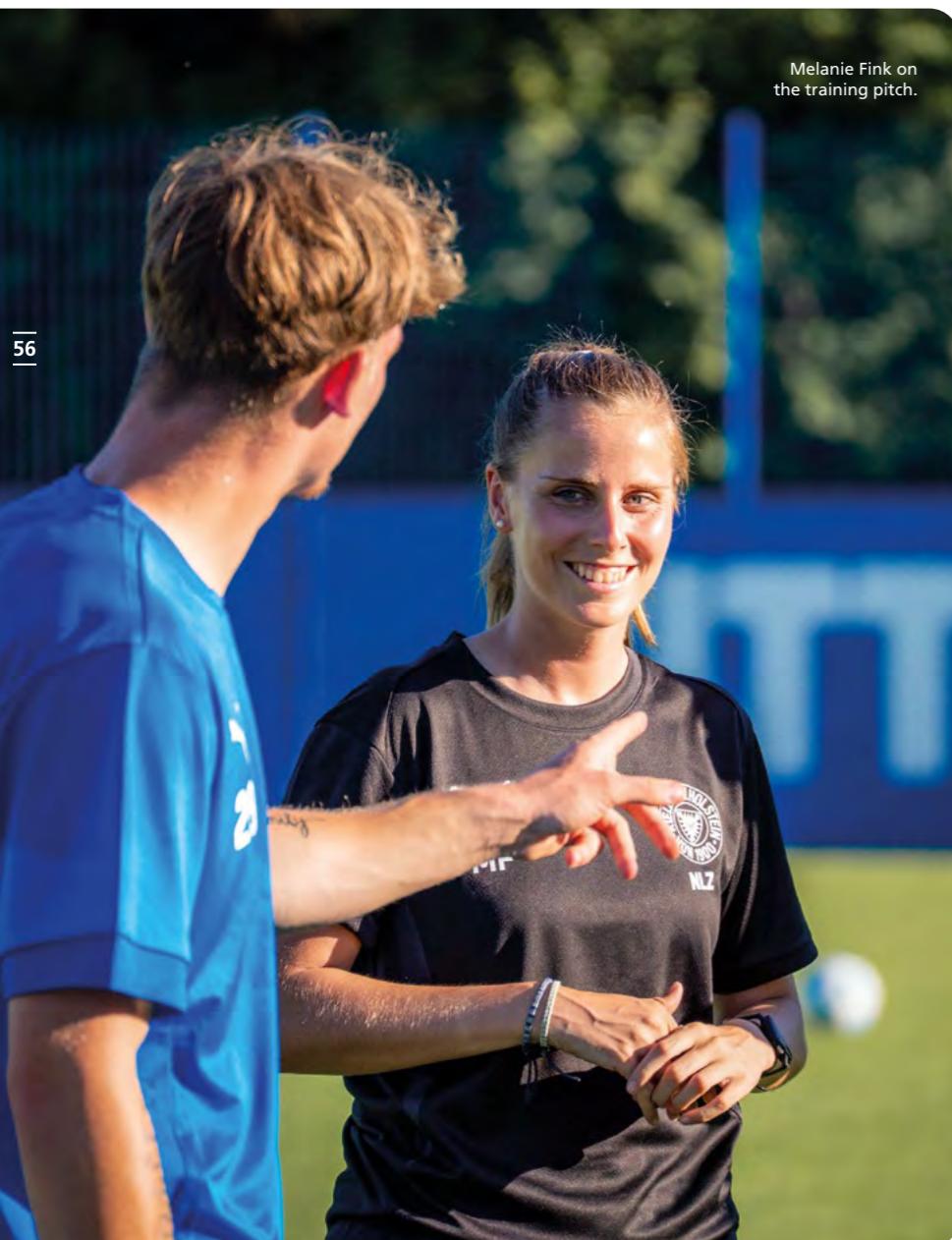
"Our aim is a sustainable approach. We want to ensure coaches are helping children lots of times, not once a year."

Angelina Biela, club movement coordinator



PROVIDING PATHWAYS

Female coaches are increasingly making their mark in the men's game, with innovative new projects offering them fresh opportunities to showcase their skills.



Melanie Fink on the training pitch.

One thing is certain: the quality is there, and it will prevail in the end." Dominic Peitz, academy director at German Bundesliga 2 club Holstein Kiel, has no doubts over the ability of female coaches to thrive in the men's game. He's perfectly placed to know, having helped bring their Under-19 men's assistant coach, Melanie Fink, to the club.

"Melanie has brought freshness, expertise, enthusiasm, passion and energy," explained Peitz. "Ideas in theory are one thing, but when people like Melanie are committed to those ideas and live them out, it's an ideal move for both sides."

The hire was a result of the inaugural UEFA Women's Coaches' Career Forum, a two-day event held in conjunction with the German Football Association (DFB) that brought together female coaches from around Germany – all with at least a UEFA Youth B licence – and technical directors of elite youth academies at men's professional clubs.

Surveys with the participants 12 months on confirmed that the forum had delivered on its goal of increasing the number of female coaches working in men's football. Two thirds of those in attendance had started new roles, in large part thanks to connections made at the event. Most of the participating clubs and associations also invited one or more of the coaches to take part in a visit, job shadowing opportunity or workshop, and nearly all said they were still in regular contact with coaches they met at the forum.

Enhancing visibility

For Fink, the event provided a vital link to the men's game: "One of the main challenges that female coaches face is visibility. Dominic and I had some great conversations at the forum, which led to my current role. It shows how valuable

"My hope is that it becomes completely normal to see women coaching men's teams."

Melanie Fink, Holstein Kiel

these networks can be when they bring the right people together.

"My hope is that it becomes completely normal to see women coaching men's teams. In my experience, having different personalities and perspectives within a coaching team creates a richer environment and can lead to exceptional performance."

Peitz agreed: "It's not about quotas. It's about having skilled professionals in football, and women bring different qualities and perspectives."

Creating opportunities

The forum was an important milestone in the evolution of the UEFA Coach Development Programme for Women, which, since 2016, has offered promising female coaches the perfect opportunity to enhance their skills and experience with a view to pursuing a career in football.

The programme provides scholarships and funding to study on our world-renowned coaching courses (Pro, A, B, C, youth, goalkeeper, fitness and futsal).

These courses are delivered via our member associations and have benefited more than 2,400 women across Europe.

2,400+

women have benefited from the UEFA Coach Development Programme for Women



New reports offer fresh insights

The EURO 2024 Physical Analysis report was the first in a new series of resources designed to help coaches, analysts and sports scientists understand the demands of tournament football and refine their programmes accordingly – all with the aim of enhancing player development.

The report offered detailed insights into team and player performance, examining metrics such as distance covered, sprint speeds and overall physical trends.

"The reports are extremely valuable – granular tournament-wide data on elite players is not always

available, and smaller nations and clubs do not always have the resources to collect this level of information," explained Christopher Carling, former head of performance and research at the French Football Federation (FFF).

"In coach-player relationships, it is important to be able to correlate our analyses with clear, quantified data," said Georgia's head coach, Willy Sagnol.

"We focused primarily on analysing the differences between our players and those at a higher level, to help our players improve in their personal approach to the required physical demands."



EQUIPPED TO THRIVE

Two of Europe's up-and-coming referees - Finland's Mohammed Al-Emara and Dutchman Sander van der Eijk - explain how our talents and mentors programme is preparing them for the next level in their careers.

"Ever since I started refereeing, I've dreamed of hearing the UEFA Champions League anthem. It gives me goosebumps just thinking about it," said Sander van der Eijk.

The 34-year-old Dutchman's wish moved a step closer to becoming reality during the 2024/25 season, when he was among 14 of Europe's most promising referees to be paired with experienced mentors through our talents and mentors programme.

By nurturing up-and-coming match officials, the initiative plays a vital role in our efforts to maintain the highest standard of elite refereeing across Europe. At least twice a month, participants from 13 different national associations conducted self-assessments of their most recent on-field performances alongside their mentor.

58

"As soon as I heard I'd been selected, I saw it as more than a chance to develop as a referee - it was also an opportunity to evolve as a person and to understand the game on a deeper level," explained Finland's Mohammed Al-Emara (pictured below, centre), aged 33, who is being mentored by 2006 Champions League final referee Terje Hauge. "My mentor supports me not only in technical and tactical aspects, but also in leadership and managing pressure. It's helped me see the bigger picture through honest and constructive self-analysis."

Van der Eijk, advised by Serbian Milorad Mažić, agrees: "What inspired me most was the approach to learning. Refereeing is sometimes reduced to decision-making and whether you've made a mistake or not, but this course is focused on wider development, educating us on what UEFA looks for in top referees."



Be a Referee!

Our Be a Referee! campaign continues to inspire would-be officials to pick up the whistle. In 2024/25, it helped to recruit an additional 46,614 referees across all UEFA member associations. To build on this success, we are doubling down on our efforts to retain referees by ensuring fans, players and coaches play their part in allowing grassroots officials to enjoy one of football's toughest jobs.



CLARITY AND CONSISTENCY

A first-of-its-kind VAR Symposium highlighted our vital role in building consensus around the challenges associated with video assistant referee technology - and the solutions.

Over 100 stakeholders attended the world's first VAR Symposium - from UEFA, FIFA and the International Football Association Board (IFAB) to national associations, coaches, referees, players and fans - and all were focused on the same question: why, despite measurably improving the accuracy of refereeing decisions, does VAR continue to divide fans, players and pundits?

After two intensive days at the Portuguese Football Federation's (FPF) Lisbon headquarters in April 2025, there was broad consensus on two areas for improvement. First, the need for greater consistency and clarity both in applying VAR technology and in explaining its decisions. Second, referees' game management should not rely too heavily on technology.

"We see some referees waiting for VAR [to intervene] before whistling because they are not sure, and the players start to lose confidence," said former Portuguese midfielder André Martins. "I love to see the referee explaining what was checked, why they made their decision. We also need to explain when and why VAR does not step in."

"Football is fairer now, but the real benefits are not communicated," agreed David Elleray, technical director at the IFAB, the guardians of the Laws of the Game.

"The football world needs to be told how VAR works, what it can and cannot be used for, and be reminded that it produces a game that is very much fairer and safer."

Future-proofing the game
The symposium was more than a listening exercise, however. Lessons learned from Lisbon form the basis for new UEFA guidelines addressing the two priority issues: a VAR communications toolkit for national associations and separate recommendations for in-match and post-match messaging. Both provide frameworks for a clearer, more coherent VAR experience across European football, crucial as the technology's use continues to expand. In 2024/25, a total of 1,163 UEFA competition matches deployed VAR. For the 2025/26 season, that number will be closer to 1,300.

The symposium also offered a looking glass into the future by imagining how artificial intelligence could further automate and speed up objective decisions such as offside calls. Research into more affordable technology opens the door to the deployment of VAR at matches further down the football pyramid.

"If we can reduce the cameras needed to get the data that everyone needs, it brings the cost down massively," said Sebastian Runge, FIFA's head of football technology and data. "We want to give everyone the opportunity to use it."

"Football is fairer now, but the real benefits are not communicated."

David Elleray, IFAB technical director



59



SUSTAINABILITY

We are committed to harnessing the game's global popularity to drive positive societal and environmental change.



FOOTBALL'S MISSION BEYOND THE PITCH

We continue to refine our own operations while bringing together key stakeholders in pursuit of common sustainability goals.

The UEFA Respect Forum, held at Zurich's Stadion Letzigrund in May 2025, was a powerful demonstration of how we can use our unique position as a governing body to promote sustainability initiatives throughout European football. Convening more than 250 stakeholders from national associations, leagues, clubs, commercial partners and other sectors, the event reflected a growing, diverse community united by a shared purpose.

Participants explored new ways to reduce risk in the social and environmental spheres, build resilience and create value – reinforcing the fact that social and climate action in football is most effective when we work collectively. That approach was underlined by the forum's format, with participants divided into groups to discuss

different aspects of sustainability. Their mission: to unpack challenges and return with concrete solutions, true to the forum's core themes of creating impact beyond the game, balancing ambition with practicality and driving co-creation. The resulting feedback spanned a range of critical issues, including child and youth protection, data and reporting, accessibility, anti-discrimination and climate action.

A climate of cooperation

Climate change has a growing impact on football at both professional and grassroots levels, with flooding and extreme weather damaging facilities and disrupting match schedules. We are committed to playing an active role in reducing and mitigating emissions around our events and internal

operations. Our approach is built around implementing operational measures such as the UEFA Carbon Reduction Plan, which targets a 50% cut in our greenhouse gas emissions by 2030, and acting as a facilitator of change, building partnerships with expert organisations that can help the football community adapt to evolving challenges.

Our new cooperation agreement with SolarPower Europe, announced in March 2025, focuses on expanding the use of solar energy across UEFA, national associations and clubs. The partnership will promote long-term renewable energy supply, inform national associations about solar and storage solutions and help reduce football's overall carbon footprint.

In May 2025, we launched a dedicated methodology to help national associations, leagues and clubs measure the carbon emissions generated by the construction of their football infrastructure. This methodology has been directly integrated into the UEFA Carbon Footprint Calculator, which was introduced in March 2024 to guide football organisations in following international standards around measuring, managing and disclosing their greenhouse gas emissions.

Embedding good practice

While cooperation is invaluable, we are aware of our responsibility to continually monitor and mitigate the impact of our own operations. Our sustainability strategy ensures that every UEFA competition

follows robust environmental, social and governance (ESG) requirements, creating a consistent approach to sustainability across all events.

We implemented a record 315 sustainability activities at our 2024/25 club finals. Initiatives ranged from carbon footprint measurements and sustainable catering to audio-descriptive commentary and sensory rooms. Successful new features included carbon labelling on menus, compostable packaging, safeguarding policies, dedicated reporting mechanisms and formal human rights declarations. Each activity formed part of a tailored ESG strategy, ensuring that, from planning to delivery, every UEFA event demonstrates how elite football can both inspire and lead in creating a fairer, more sustainable society.

Take Care launched

By combining football's unique reach with evidence-based resources, the Take Care programme exemplifies our collaborative, multi-stakeholder approach. Launched in February 2025, it encourages healthier lifestyle choices and behaviours in daily life, fostering a ripple effect as individuals inspire each other.

"When I became a footballer, I didn't know how to be a proper professional," said EURO 2016 winner Nani at the launch event. "I started to learn [new habits] from my team-mates... Yoga, extra training, eating good food. From there, everything changed in my life. I was a better player, a better human being."

Take Care is freely available to everybody, offering practical tools to encourage positive habits, particularly among children and young adults. By equipping influential figures, from parents and teachers to coaches and football staff, the programme sparks change that extends beyond the pitch.

Six interconnected modules are each underpinned by scientific research developed by experts and feature multi-format educational resources, with contributions from some of the world's best-known players.

Access the Take Care resources on UEFA.com

Furthermore, sustainability is now embedded in the licensing criteria for our men's and women's club competitions, with every participating club required to appoint a social and environmental sustainability officer to implement action plans and work in tandem with UEFA and European Football Clubs to advance a culture of responsibility.





881

**sustainability
initiatives**

Environmental, social and governance commitments lie at the heart of our flagship competitions.



Sensory rooms and
audio-descriptive
commentary



Disability
football events
at fan festivals



Sustainable catering
practices and food
redistribution



Free public
transport

**Our impact**

Read the 2024/25 Respect Report for a comprehensive overview of our sustainability actions across the season.



NEW IDEAS, FRESH IMPACT

The 2024/25 Champions Innovate programme piloted two groundbreaking projects in Munich that ensured that access to sport is never more than a click away.

Since the 2023/24 season, our Champions Innovate programme has invited promising start-ups to propose solutions to issues facing the national association hosting the UEFA Champions League final. Teaming up with our commercial partners, the winners get the chance to implement their ideas and help ensure Europe's premier club competition leaves a legacy long after the final whistle.

For the programme's second edition, Equip Sport and FC Urban delivered unique digital solutions to a problem familiar to all city councils – how to facilitate exercise for local people.

Quick access to football

FC Urban and our partner Mastercard launched an app that enables amateur footballers to connect online and organise friendly matches, either in public spaces or at grassroots clubs. This includes reserving a pitch, booking a referee and organising the necessary equipment. Women-only games were part of the pilot.

Quick access to sports equipment

Equip Sport partnered with adidas to install lockers across Munich containing football and basketball equipment for hire. Using an app, subscribers pay to access the equipment for a set time. Within four months of launching, almost 11,000 people had used the lockers, between them enjoying 30,500 hours of sport.

Champions Innovate is not just about the Champions League final, either. The programme serves as a launchpad for scaling start-up initiatives, and both Equip Sport and FC Urban plan to roll out their service in other parts of Europe.

"Start-ups can be very fragile," explained Equip Sport founder Henry Nidecker. "The fact that UEFA put on a project like this to support start-ups can make the difference for us to change the world. It gave all the team the confidence to succeed."

As for long-term legacy, the My Emissions food carbon labelling scheme – one of the first Champions Innovate projects – offers a blueprint for success. Since the pilot project at Wembley in 2024, food concessionaires at UEFA Women's EURO 2025 and the venues for UEFA club competition finals have used My Emissions to calculate the carbon impact of their products. At the Champions League final in Munich, we recorded an 8.29% reduction in menu-related emissions compared with similar events held at the stadium.

Women's EURO 2025



Our UEFA Women's EURO 2025 Innovation Programme explored creative ways to support women's grassroots football, testing the approaches with local Swiss clubs. Each of the four pilot projects was co-developed by academic institutions in collaboration with either a UEFA partner or UEFA itself, with funding earmarked for each. These collaborations tackled specific barriers to participation in women's football:

- Redesigning the dressing-room experience
- Adapting coaching styles to increase player retention
- Recruiting the next generation of female coaches
- Keeping girls involved in the game after Playmakers





EVERY CHILD IS A CHAMPION

Initiatives in Malta and Moldova are just two examples of how national associations helped us celebrate ten years of the UEFA Foundation for Children, which creates brighter futures for young people all over the world.

There are few more uplifting sights than a group of children enjoying a game of football. When that game creates a rare sense of belonging for its participants, particularly those facing hardship, its resonance is only magnified.

This is certainly the case in Malta, where a project that kicked off as a small Saturday morning get-together has grown into a national movement. For several years, coach Sherif Sleiman organised a regular session for children on the autism spectrum

in Mellieħa. In late 2024, his project began receiving support from the Inħobb il-Futbol Foundation of the Malta Football Association (MFA), including promotion on the MFA social media channels, with the aim of introducing a monthly



Hundreds of children took part in a UEFA Foundation event in Moldova to mark International Day of Play.

after-school session to new locations around the island.

In March 2025, when the UEFA Foundation for Children marked its milestone anniversary by launching a special €1m distribution fund to support national association projects across Europe, the MFA took the opportunity to expand Sleiman's programme. The result was a new nationwide initiative that gives children confidence and enjoyment through football.

"The support from the UEFA Foundation for Children has been instrumental in the success and growth of our programme," said Mark Gatt of the Inħobb il-Futbol Foundation. "We're delighted to report a significant increase in participation, reaching more children on the autism spectrum who might not otherwise have had access to such tailored sports opportunities.

"It's truly inspiring to see the children's progress. They're not only having fun in a supportive and understanding environment, they're also developing their football skills at their own pace, from fundamental movements to more complex game play."

For Sleiman, this rapid expansion is the reward for years of hard work: "As a coach, it's nice to have competitive teams and play for results, but development is very important as well. We see the children go from people who don't want to enter the pitch to players who are kicking the ball and playing four-a-side matches. The greatest satisfaction comes from seeing parents taking photos of their children being so active for the first time."

Malta's success is no isolated case. UEFA Foundation funding allowed the Football Association of Moldova (FMF) to run a series of initiatives that create a brighter future for children with disabilities, including a special event on International Day of Play for 500 young boys and girls.

In addition, the FMF was able to train more than 300 coaches, teachers and physiotherapists to tailor their lessons, programmes and rehabilitation procedures to include football for disabled participants, which will help over 5,000 children enjoy access to the sport.

"By creating inclusive programmes and adapting the game, we've shown that every child can experience the joy of playing football," said FMF grassroots →



Carine N'koué, general secretary of the UEFA Foundation for Children, shares her vision for using football for good.

How did your involvement with the Foundation start?

I witnessed its creation from the inside, while doing humanitarian work in Jordan during the Syrian refugee crisis. When the Foundation was established in 2015, I continued my mission in refugee camps under its umbrella, focusing on integrating children and fostering social cohesion through sport. Working on the ground has given me invaluable insights into the different realities and challenges people face. These experiences reminded me that our beneficiaries are individuals with dreams and struggles.

What are some of the Foundation's key achievements over the past ten years?

It's hard to choose, but one standout is the positive impact on children in camps such as Zaatari, where sport provides a safe environment and helps children heal from trauma. The project began with just a few children, but today it benefits around 2,800 boys and 1,800 girls.

We are also proud of the recognition that we have received from the international humanitarian community. We were named Foundation of the Year at the Peace and Sport Awards, which honour organisations promoting sustainable peace through sport.

How do you see the Foundation's role evolving in the coming years?

We aim to continue developing our activities while remaining focused on the needs of our beneficiaries and keeping them at the centre of everything we do. We want to increase the involvement of UEFA member associations, clubs, players and sponsors in social responsibility projects. There is still a lot of work to do, but I am confident and hopeful for the future.

Click to read the full interview 



The German Football Association ran a football camp for children who had recovered from cancer.

manager Cristina Braga. "These initiatives don't just build motor skills – they build confidence, friendships and hope. Thanks to the UEFA Foundation's support, sport will continue to be a bridge to inclusion for thousands of children across Moldova for years to come."

Celebrating a decade of impact

A total of 35 national associations joined in the birthday celebrations, either teaming up with non-governmental organisations or running their own community events to help disadvantaged children.

In Northern Ireland, children in foster care and residential care homes embraced the joy of football during a community cup event run by the Irish Football Association, while the German Football Association's own foundation teamed up with the Hopp

Children's Cancer Center and the German Childhood Cancer Foundation to run a football camp in Malente for more than 30 young people who had recovered from cancer.

Since 2015, the UEFA Foundation for Children has backed causes just like these in all corners of the globe, with grants totalling €50.4m helping to finance 577 projects, reaching 5.71 million children across 147 countries.

Whatever their focus – education, health, inclusion, gender equality, integration or personal development – the groundbreaking projects that receive funding from the UEFA Foundation have one thing in common: they use the inspirational values of football and sport as a catalyst for changing lives and communities, and to show that every child is a champion.

"It's truly inspiring to see the children's progress. They're not only having fun in a supportive and understanding environment, they're also developing their football."

Mark Gatt, Inhobb il-Futbol Foundation

Ten years of impact



€50m+
invested in projects



577
initiatives funded
in 147 countries
worldwide



5.71m
beneficiaries



90,000
footballs distributed



39,788
children invited to
attend UEFA matches

Unique moments

The UEFA Foundation for Children capitalises on the reach and visibility of our competitions to amplify its positive message and give disadvantaged boys and girls special moments when their struggles can be forgotten. At every UEFA final in 2025, we invited children to play central roles at the heart of the action.

It was the UEFA Champions League final in Munich, just minutes before kick-off.

As the cameras panned along the Paris Saint-Germain and Inter players lining up in the tunnel before one of the biggest games of their careers, they also captured the radiant smiles of the children standing in front of them, all sporting UEFA Foundation for Children T-shirts and enjoying an equally important moment in their young lives. All 13 were beneficiaries of non-governmental organisations using sport to empower young children, supported by the Foundation and its commercial partners.

Among them were Layan, Mira and Rebecca from Cologne – who each previously felt excluded from their local communities because of culture, language, ability or money, but who were now accompanying the match officials onto the pitch.

Changing lives

This transformative experience was all thanks to their involvement with the SCORING GIRLS* programme, which provides a welcoming environment through football and helps them forget

their problems as they cross the white line. "Football is our anchor, helping us get to know the girls off the pitch," explained educational activity coordinator Stefanie Altgeld, who accompanied the girls to Munich. "After training, they start talking. With us, they feel more confident than at school."

The initiative is run by human rights organisation Håwar.help and supported by funding from the UEFA Foundation for Children. It's not only football – the programme also encourages girls to take part in other sports such as basketball and volleyball. After training, they attend workshops covering topics ranging from health to financial literacy. "I felt welcome and safe from the very first training session," said Rebecca. "Here, I can be who I am."

'I helped hand out the medals!'

Two months later, at the final of UEFA Women's EURO 2025 in Basel, 12-year-old Greta experienced a unique moment of her own. She didn't just get to watch the drama from the stands; she also stood on the trophy podium with the UEFA president and presented medals to the winning England team.

A member of PluSport, an association that organises sporting opportunities for disabled people in Switzerland, Greta was one of 71 children invited by the UEFA Foundation to accompany the players onto the pitch. Another 2,025 children received match tickets – many of them experiencing a live match for the first time.

"I was nervous at first," said Greta, who lives with Dravet syndrome, a form of epilepsy. "But then I saw the players smiling at me and it felt like I was part of their team."





GOVERNANCE

We work with key partners to protect the game and everybody who plays a part in it, with transparency and integrity at the heart of everything we do.



SHARED COMMITMENT, JOINT ACTION

Our partnerships continue to deliver tangible results across the game – from increased influence for elite players to new initiatives for fans with disabilities and innovative collaboration on long-term commercial strategies.

Our growing role as a unifying force in European football is a result of close affiliations with national associations, leagues, clubs, players, supporters and political institutions that help us deliver more together than we could alone.

At the heart of our institutional partnerships lies a shared commitment to the principle of meritocratic, open competitions that underpin the European sports model. Agreements with both

the European Union and the Council of Europe recognise UEFA not only as the guardian of European football, but also as a force for social good. Through these relationships, we aim to lead collaboratively on the major challenges and opportunities facing the game.

Players take centre stage

Our memorandum of understanding (MoU) with FIFPRO Europe, signed in October 2024, signalled a landmark moment that

delivered immediate impact. Key decisions affecting player employment conditions and workload in our competitions are now subject to close and structured discussions between the two organisations.

"Our ongoing dialogue with UEFA is already yielding positive results, and this memorandum of understanding will only strengthen our ability to shape a framework that will advance player welfare and ensure a healthier and

more sustainable future for football," said FIFPRO Europe president David Terrier.

The agreement also commits both organisations to explore joint commercial opportunities and maintain regular exchanges on player workload in our competitions – key issues that were on the agenda for the inaugural UEFA Professional Players Advisory Forum, featuring current and former players, national player unions and FIFPRO Europe representatives.

Delivering for fans

In May 2025, we helped Football Supporters Europe (FSE) with the launch of the Disability & Inclusion Fan Network – a formal representative body for supporters living with disabilities. The network empowers fans to organise, advocate and drive improvements in access and representation across all 55 UEFA member associations. A fan-led survey is helping to identify the most pressing issues and shape the network's priorities.

This milestone builds on our long-standing collaboration to promote inclusion

among supporters. FSE played a key role in our disability access working group, which laid the groundwork for the first edition of the UEFA Accessibility Guidelines.

In conjunction with FSE and European Football Clubs (EFC), we hosted the second supporter liaison officer (SLO) workshop. The event welcomed SLOs from the 72 clubs that reached the knockout stages of our 2024/25 men's club competitions, enabling attendees to connect with their counterparts at other clubs, fostering collaboration and knowledge sharing ahead of fixtures.

"From our continuing work with SLOs, we know that opportunities like this are invaluable for learning, sharing experiences and building connections – all of which contribute to a safe, secure and welcoming environment for all supporters," said Ronan Evain, FSE's executive director.

"SLOs are integral to the matchday experience, acting as the bridge between clubs and their supporters," added Diederik Dewaele, director of football at EFC.

"We remain committed to supporting clubs by fostering collaboration, sharing

best practices and working closely with UEFA and FSE to enhance the role of SLOs in European football."

Clubbing together

We further strengthened our long-standing partnership with EFC with the extension of our MoU through to July 2033. This agreement enabled the creation of the UEFA Club Competitions Company – UC3 – which since January 2025 has managed the commercial rights for European football's club competitions. The joint venture

guarantees the continued global prominence of our club competitions while reinforcing our commitment to solidarity and financial redistribution – ensuring that clubs of all sizes benefit from the game's success.

EFC chair Nasser Al-Khelaifi underlined how the new MoU solidifies the cooperation between UEFA and the clubs "across governance, representation, sporting, regulatory, financial and commercial matters", ensuring "the continued development and success of the game at every level".



CREATING A SAFER GAME

Collaboration is the cornerstone of our commitment to protecting the health of everyone involved in the 2,500-plus matches played in our competitions each season.

Every two years, the UEFA Medical Symposium plays a critical role in ensuring that the European football community works together to safeguard the health and safety of everyone in the game. The latest edition, in February 2025, co-hosted with European Football Clubs (EFC) in Lugano, was no exception, welcoming almost 600 members of football's growing medical network.

"The event fostered a true sense of community, bringing together experts from diverse fields of medicine and research," said UEFA chief medical officer Zoran Bahtijarević, highlighting symposium debutants European Leagues and FIFPRO Europe as well as the presence of individual clubs and physiotherapists, who are often first on the scene when treating on-field injuries.

The two-day agenda covered mental health support, communication between club and national team doctors, and topics for scientific research, especially in connection with women's football. "We have to ask those in the field what they need from us and what research will benefit the game," said Bahtijarević.

The symposium was an opportunity to reinforce our commitment to all areas of sports medicine, including research, education and prevention. During the 2024/25 season, we paid particular attention to the following three areas:

Menstrual cycle: Protecting the well-being of female footballers is an important part of our women's football strategy, Unstoppable. We allocated €20,000 to fund a scientific evaluation of the impact of the menstrual cycle on player health. Both this initiative and an awareness-building workshop on the same topic were designed to address concerns raised by our expert panel about inconsistent use of menstrual tracking and data.



Education key to anti-doping

Player load: In June 2025, we teamed up with EFC, European Leagues and FIFPRO Europe to launch a joint study on player load in elite men's and women's football. The two-phase project first asked clubs, players, coaches, medical staff and other stakeholders how they define the term 'load'. This will be followed by data analysis to assess the impact of multiple factors on injuries, performance levels and player welfare, considering evolutions in football regulations and match calendars, as well as technical and tactical trends.

Anterior cruciate ligament (ACL) injuries: Listening to players is central to our Give the Voice Back project, which also kicked off in June. It invites players, male and female, to share their first-hand experiences of ACL injuries. Part of our ongoing ACL research, this study is expected to reveal valuable insights into how and why these serious injuries occur.

As part of our commitment to clean sport, national associations are mandated to deliver anti-doping education sessions to players and support staff before participating in international competitions. During the 2024/25 season, approximately 27,000 players and 6,200 medical personnel followed this training.

The sessions are funded through the HatTrick programme and are designed to prevent both intentional and unintentional doping. To support the process, we also launched a new digital education platform, which provides associations with a range of resources including presentations, videos and a newly developed educator handbook.

'The player's health comes first'

Elke Van den Steen, a former Belgium national team doctor and a member of both the UEFA Medical Committee and our women's health expert panel, offers her insights into our approach to medical care.



How does UEFA balance reacting to medical issues with proactively leading research?

A lot of what we do is naturally reactive, but we also unite stakeholders – players, doctors, coaches and associations – to share perspectives, strengthen communication and ensure consistent medical care.

UEFA also brings together experts to address emerging topics, such as injuries and the menstrual cycle, around which we've seen misconceptions arise. The menstrual cycle is a normal physiological process. It can cause issues for some players, but there's not enough evidence to confirm that risk of injury or performance changes during the cycle. The UEFA menstrual cycle consensus statement provides practical guidance for clubs – from grassroots to elite level – on how and why to monitor it.

How important is collaboration in UEFA's approach to football medicine?

It's essential. Every doctor works under the principle that the player's health comes first. We might be rivals on the pitch, but medically we're one team working to protect players and help them reach their full potential. In case of injury, our job is to give them all the medical information they need to make informed decisions and to protect them when they can't make those decisions themselves.



Get Trained, Save Lives

Launched ahead of EURO 2024 in conjunction with the European Resuscitation Council (ERC), our Get Trained, Save Lives campaign continues to make a powerful impact by equipping thousands of people with life-saving CPR skills.

We expanded the initiative's scope during the 2024/25 season, offering training opportunities to supporters

at our club competition finals, as well as national team squads, match officials and club staff, delivered in cooperation with EFC.

During UEFA Women's EURO 2025 in Switzerland, more than 7,000 supporters were trained at booths in host city fan zones, with over 2,000 players, officials and venue staff also receiving bespoke sessions before the tournament began.

UNITED FRONT

We work hand in hand with law enforcement and investigative agencies to combat the cross-border threat posed by organised crime's involvement in match-fixing.

76 Operation Mursal, a Spanish-led inquiry into match-fixing by organised crime groups, spanned three years and more than 50 countries, culminating in 2023 with over 70 arrests. From a UEFA perspective, the investigation's closing chapter came at the start of the 2024/25 season in Madrid. In a pivotal moment that marked strengthened collaboration in the fight against match manipulation, INTERPOL, Europol and Spain's law enforcement authorities shared vital intelligence from the investigation with our anti-match-fixing unit.

This unprecedented level of trust underlined our status as a central hub of pan-European efforts to protect football's integrity – the result of more than a decade of steadily expanding and deepening relationships with stakeholders across law enforcement, government and sport (see timeline).

"Operation Mursal would not have happened if there had not been complete trust between us and UEFA," said David Calvete Sarasa of the Spanish police force's sports integrity unit (CENPIDA). Since CENPIDA's creation in 2017, we have contributed expert knowledge and intelligence to support the unit's cases and regularly support their match-fixing investigation training sessions for Spanish police officers.

Beyond borders

International coordination is crucial to combat the transnational nature of corruption in sport involving organised crime. Such cooperation allows jurisdiction to reach beyond national borders, opening the door for match-fixing activities to be sanctioned in both footballing and criminal capacities.

Over the last decade, continuous intelligence gathering, open-source monitoring and direct investigative experience have placed us at the forefront of detecting and combating emerging threats to the integrity of sport. We process and analyse ever-increasing quantities of data that are then shared with national associations and law enforcement agencies, and support numerous successful investigations across Europe, including complex cross-border cases.

We have also extended the geographical scope of our collaborative efforts by agreeing a mentoring and knowledge exchange scheme with CONMEBOL – especially important in an era in which many players transfer from South America to Europe each season.

Adapting to new threats

Developing a robust network for information and knowledge exchange is equally essential – not least because criminals increasingly leverage sophisticated technology to gain inside information.

The organised crime group exposed by Operation Mursal had used large satellite dishes to receive direct signals from live matches. By accessing feed codes, they exploited the delay in live images reaching public screens to place bets ahead of the market.

"It's absolutely vital," added Francisco Portugal Meireles of INTERPOL's match-fixing task force, which we have worked closely with since its establishment in 2011. "Law enforcement agencies cannot tackle these criminals effectively on their own – sporting organisations bring deep knowledge of the game, its rules and its participants."

Faster, smarter, together

An update to our disciplinary regulations for the 2024/25 season streamlined the handling of standard offences. Thanks to a new fast-track process, the waiting times for clubs and national associations have been significantly reduced in a large number of cases. Where possible, teams are notified of proposed sanctions soon after matches, rather than having to wait for the next meeting of the relevant UEFA disciplinary body. This process increases efficiency and clarity for all parties.

These changes were among the key topics explored in Budapest at the 11th UEFA Disciplinary Workshop in October 2024. Our own disciplinary bodies, along with FIFA and our sister confederations CONMEBOL and AFC, were represented at the workshop, which fosters shared learning and closer cooperation in international sports arbitration. Participants explored new avenues for collaboration and exchanged perspectives on recent developments, including the launch of the 2024 UEFA Disciplinary Regulations.



"Operation Mursal would not have happened if there had not been complete trust between us and UEFA."

David Calvete Sarasa, Spanish police sports integrity unit

A DECADE OF EVER-CLOSER COOPERATION

2014

Establishment of European football anti-match-fixing working group, comprising the Council of Europe, the Group of Copenhagen, Europol, INTERPOL and UEFA

2021

UEFA receives observer status to the Follow-up Committee to the Macolin Convention on the manipulation of sports competitions – the only rule in international law that specifically addresses match-fixing

2021

Cooperation agreement with FIFPRO facilitates information sharing

2022

Fight The Fix, UEFA's first-ever anti-match-fixing course, developed with support of the University of Lausanne's School of Criminal Justice

2022

UEFA and Europol stage joint anti-match-fixing conference in The Hague

2022

Europol and INTERPOL become permanent members of UEFA's anti-match-fixing working group

2023

Sport Integrity Week sees UEFA join forces with the Hellenic Football Federation, the Council of Europe, the International Olympic Committee, INTERPOL and the Greek National Platform for Sport Integrity

2024

Operation Mursal meeting between UEFA, Spanish police authorities, INTERPOL and Europol in Madrid

STRENGTH IN DEPTH

Paul van Wageningen of the Royal Netherlands Football Association and Kjell Sahlström of the Swedish Football Association reflect on the benefits of our new club licensing exchange programme.

By setting the minimum standards required of clubs to enter our competitions, our club licensing system has helped to shape every European association's club development strategy. Over the past 20 years, it has not only guided clubs' operations in countless areas of football governance but also established a Europe-wide community of best practice.

To reinforce this extensive network, in 2024/25 we launched the first UEFA club licensing exchange programme. The Royal Netherlands Football Association (KNVB) and the Swedish Football Association (SvFF) formed one of an initial five pairs of associations coupled up to share successes and experiences first-hand, online or in person.

"The face-to-face time allowed for more in-depth discussions, the exchange of practical experiences and reflection on day-to-day challenges," explains Kjell Sahlström, chief finance officer and club licensing manager at the SvFF. "I travelled to Zeist in December, while Paul came to Sweden in June."

Both give very specific examples of how spending quality time together, home and away, brought added value. Van Wageningen, whose main challenge as head of club licensing is dealing with the increasing complexity of Dutch club ownership structures, was struck by the Swedish approach to financial sustainability.

"I expect our collaboration to continue. It's the perfect complement to broader exchanges within the UEFA club licensing network."

Paul van Wageningen, KNVB

"We have learned that the main reason the SvFF introduced domestic club licensing was to improve the negative equity of its clubs," he says. "We'd like to know more about the way they leveraged their system to turn the situation around and create a more financially sustainable league."

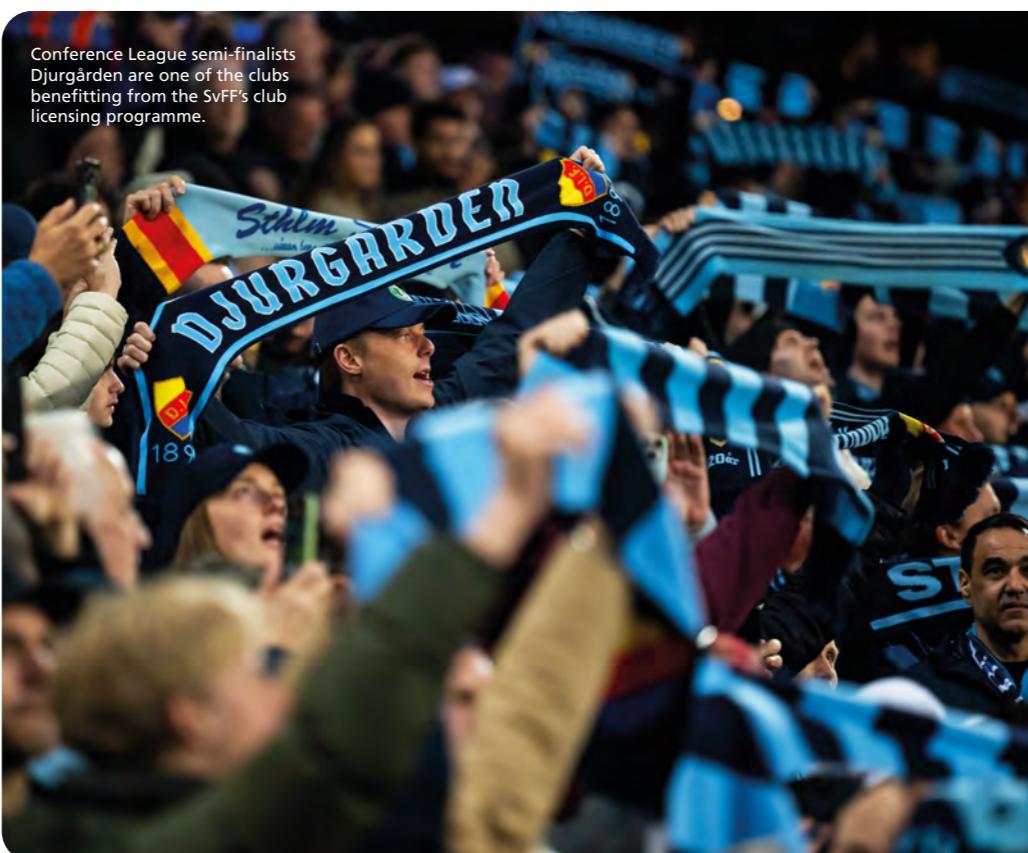
"We were also impressed by Sweden's success in attracting so many women and girls to take up the game – despite the challenges of a harsh winter climate and enormous distances."

Sahlström, meanwhile, noted the structural model in the Netherlands: "The KNVB has established a committee

of representatives of the league and clubs that advises on club licensing regulations. This is something we might consider trying in the future."

In July, all five pairs attended a final workshop at UEFA headquarters to help prepare the ground for the ten new associations pairing up for the 2025/26 exchange programme. Not that any of our pioneer couples are planning to stop working together.

"I expect our collaboration with the SvFF to continue," says Van Wageningen. "It's the perfect complement to broader exchanges within the UEFA club licensing network."



Staying ahead of the game

Our research into football's key trends provides clubs and national associations with crucial information for policymaking and long-term financial resilience.

The UEFA benchmarking reports provide clear and independent analysis on the forces that shape European football, helping the community understand and navigate a fast-moving industry. They are part of our wider commitment to supporting sustainable decision-making across the continent by ensuring that every club, regardless of size and resources, has access to the information it needs to plan for the future.

The European Club Finance and Investment Landscape report assesses over 700 top-division clubs, offering comprehensive insights into the financial health of European football. Using more than 15 years of comparable data, it charts how club revenue has risen steadily year-on-year, thanks in part to increased UEFA club competition prize money and solidarity payments to non-competing top-division teams.

The European Club Talent and Competition Landscape report, meanwhile, focuses on the competitions, players and structures that shape the game, covering topics such as match attendance, transfer trends, player usage and head coach recruitment.

 The European Club Finance and Investment Landscape

 The European Club Talent and Competition Landscape

GUIDING EUROPEAN FOOTBALL THROUGH A EVOLVING LANDSCAPE

The 2024/25 season marked the end of a transitional period in which we implemented key regulatory changes.

The UEFA Club Licensing and Financial Sustainability Regulations for our men's club competitions have undergone a comprehensive revision in recent years, culminating in the introduction of rules intended to protect the long-term financial health and operational stability of clubs across Europe.

New requirements were introduced under the 'no overdue payables rule', with the aim of improving clubs' financial discipline and solvency and guaranteeing the protection of creditors. Compliance is rigorously verified at three separate points in the season.

The new stability framework, known as the 'football earnings rule', was assessed for the first time during the 2024/25 season, based on information provided by relevant clubs for the 2023 and 2024 financial years. A new settlement system for the most severe breaches was implemented, incorporating

stringent targets that needed to be achieved over the following two to four seasons.

Finally, the new 'squad cost rule', which outlines our new cost-control requirements, promotes sustainable spending by limiting expenditure on wages, transfers and agents to a maximum of 70% of club revenue. This rule is being phased in gradually, with the ratio decreasing from 90% in the 2023/24 season to 80% in 2024/25, reaching its final threshold of 70% from the 2025/26 season onwards.

Adherence to the new regulations is closely monitored by our Club Financial Control Body, but the emphasis is equally placed on ensuring that the changes are fully understood. To this end, national associations also played a major role in implementing and monitoring the new requirements by providing education and guidance to clubs, as well as ensuring compliance and accurate reporting.

NEW FORMATS FEED FINANCIAL GROWTH

Revamped club competitions brought renewed excitement and record revenue, underscoring our commitment to innovation and reinvestment across European football.

The 2024/25 season marked a historic milestone as our total revenue surpassed €5bn for the first time in a non-men's-EURO year – a €737m increase on the 2023/24 season.

The growth was primarily driven by the successful introduction of a new format for our men's club competitions, which boosted the reinvestment of our net income towards the long-term development of the game.

Club competitions were the largest revenue source, contributing €4.414bn (88.0%), while national team competitions brought in €506m (10.1%), including income from the 2025 UEFA Nations League finals. Other competitions and revenue totalled €94m (1.9%). This excludes UEFA Women's EURO 2025, which will be accounted for in the 2025/26 financial year.

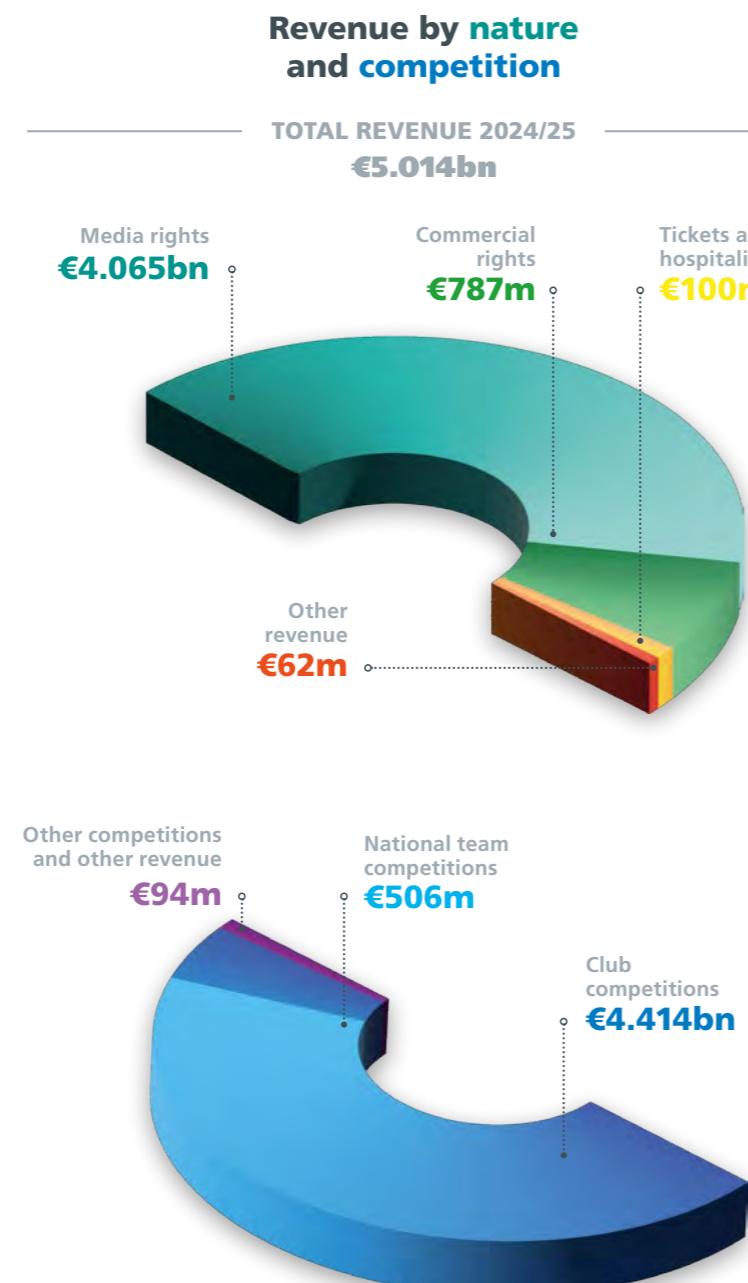
Of the €5.014bn total, media rights remained the largest contributor at €4.065bn (81.1%), followed by commercial rights at €787m (15.7%). Tickets and hospitality generated a further €100m (2.0%), while other revenue accounted for €62m (1.2%).

We redistributed a record €3.9bn to participating clubs and associations during 2024/25, with prize money and solidarity payments combined representing more than 86% of our total expenditure.

Investment in women's, youth and other competitions totalled €71m, with interest income declining slightly to €61m. Foreign exchange losses impacted the net result, which stood at -€46.2m, and were covered by our reserves.



A full breakdown of our revenue and expenditure is available in the UEFA Financial Report 2024/25.



THE UEFA TEAM

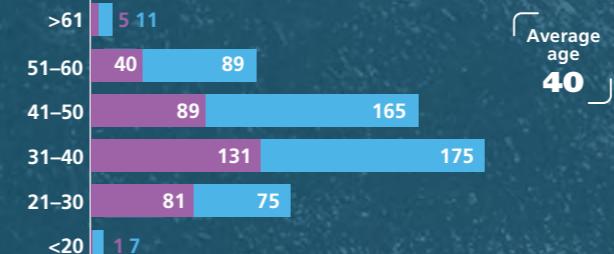
CONTRACTS*

Permanent	273	450	723
Fixed-term	74	72	146

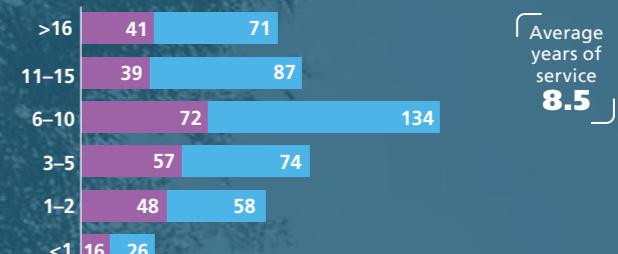
*Including Women's EURO 2025



AGE



YEARS OF SERVICE (permanent contracts)



53 NATIONALITIES



UEFA EXECUTIVE COMMITTEE

President



Aleksander Čeferin
FIFA vice-president
(Slovenia)

Vice-presidents



Gabriele Gravina
First vice-president
(Italy)



Laura McAllister
(Wales)



Armand Duka
(Albania)



Jesper Møller Christensen
(Denmark)



Hans-Joachim Watzke
(Germany)

Members



Philippe Diallo
(France)



Petr Fousek
(Czechia)



Levan Kobiashvili
(Georgia)



Lise Klaveness
(Norway)



Marijan Kustić
(Croatia)



Ari Lahti
(Finland)



Rafael Louzán
(Spain)



Armen Melikbekyan
(Armenia)



Frank Pauw
(Netherlands)



Aivar Pohlak
(Estonia)



Moshe Zuares
(Israel)



Nasser Al-Khelaifi
(European Football Clubs)



Miguel Ángel Gil Marín
(European Football Clubs)



Claudius Schäfer
(European Leagues)



FIFA Council – European members



Sándor Csányi
FIFA vice-president
UEFA treasurer
(Hungary)



Debbie Hewitt
FIFA vice-president
(England)



Pascale Van Damme
(Belgium)



Dejan Savićević
(Montenegro)



Georgios Koumas
(Cyprus)



Răzvan Burleanu
(Romania)



Bernd Neuendorf
(Germany)

KEY DECISIONS IN 2024/25

UEFA Congress and Executive Committee



Executive Committee meeting Lausanne, Switzerland

Approvals

- Consolidated and UEFA stand-alone financial statements for the 2023/24 financial year
- Reappointment of Deloitte as external auditors for 2024/25 financial year
- UEFA Stadium Infrastructure Regulations (2025 edition)
- UEFA Medical Regulations (2025 edition)
- Women's EURO 2025: prize money and club benefits programme
- Qualification pathway for 2027 FIFA Women's World Cup and corresponding amendments to 2025 Women's Nations League regulations
- Financial distribution system for women's club competitions 2025–30
- Official name of new women's club competition for 2025/26 season: UEFA Women's Europa Cup
- UEFA Coaching Convention (2025 edition)
- UEFA Bid Regulations for Finals and Final Phases (2024 edition)

Appointments of competition hosts

- 2025 Nations League finals: winner of Italy vs Germany quarter-final
- 2025 Futsal Champions League finals: Antarès arena (Etoile Lavalloise, France)
- 2025 Super Cup: Stadio Friuli, Udine
- 2025 Regions' Cup: San Marino

Executive Committee meeting Belgrade, Serbia

Approvals

- Changes to conditions governing HatTrick incentive payments
- 2025/26 Futsal Champions League regulations
- Principles to be applied to elections at UEFA Congress if more candidates receive an absolute majority of votes than there are seats available

Appointments of hosts

- 50th UEFA Congress in 2026: Brussels
- 2026/27 UEFA Nations League draw (12 February 2026): Brussels

Executive Committee meeting Bilbao, Spain

Approvals

- Regulations of 2025/26 European Under-19, Under-17, Women's Under-19 and Women's Under-17 Championships
- Amendments to 2024/25 Nations League regulations
- Amendments to 2023–25 European Under-21 Championship regulations
- Format elements relating to 2026–28 European Qualifiers and seeding principles for 2028 final tournament
- Club benefits programme 2024–28: distribution principles
- Amendments to commercial rights chapter and annex of 2025/26 UEFA Women's Champions League regulations
- New composition of UEFA committees and panels
- Amendments to UEFA HatTrick VI regulations
- Amendments to procedural rules governing UEFA Club Financial Control Body
- 2025 UEFA Super Cup regulations
- Staging of 2025/26 Premier League International Cup in England in accordance with Article 10 of UEFA Authorisation Rules governing International Club Competitions (2024 edition)
- Continuation of Standing Facilities Observer Programme for centralised phase of 2025/26 senior men's club competitions
- Rebalanced club competition access list and attribution of a coefficient to Russia in light of its teams' ongoing suspension (as per previous three seasons)

24 September 2024

20 November 2024

4 February 2025

27 February 2025

3 April 2025

2 April 2025

3 April 2025

22 May 2025

16 June 2025

27 June 2025

84

85

2 September 2024

28 October 2024

16 December 2024

27 February 2025

3 April 2025

22 May 2025

16 June 2025

27 June 2025

Executive Committee meeting Prague, Czechia

Approvals

- Solidarity payments for clubs not participating in UEFA men's club competitions set at 7% (€308m) of projected revenue (€4.4bn)
- UEFA's women's football strategy for 2024–30
- Regulations of 2025 Women's Nations League and 2026 Women's European Qualifiers for the 2027 FIFA Women's World Cup
- National association proposals for updates to UEFA committee and panel membership
- New approach to football development programmes beyond Europe: UEFA Assist replaced by UEFA Together
- Club competition regulations for 2025/26, paragraph 5.01: assessment dates brought forward
- Men's competitions: from start of June to start of March
- Women's competitions: from start of July to start of March
- Non-assignment of the Italian Football Federation to host the 2027 UEFA Champions League final in Milan as unable to confirm the status of refurbishment works – bidding process reopened with deadline of May/June 2025 and the same timeline as for the 2027 UEFA Women's Champions League final host appointment

Appointment of competition hosts

- UEFA Under-19 Futsal EURO 2025: Chișinău, Moldova



Email approval¹
Amendments to UEFA Disciplinary Regulations (2024 edition)

Online/Nyon

Approvals

- Budget for 2025/26
- 2025–27 European Under-21 Championship regulations
- Bestowal of UEFA honorary membership: new guidelines

Appointment of competition hosts

- UEFA Under-21 EURO 2027: Albania and Serbia



Email approval¹
Club competition regulations for 2025/26

49th Ordinary UEFA Congress Belgrade, Serbia

Approvals

- Consolidated and stand-alone financial statements for 2023/24
- Budget for 2025/26

Appointment

- Deloitte to audit UEFA's 2024/25 financial statements

Elected to UEFA Executive Committee

- Four-year term**
Frank Pauw (Netherlands) | Gabriele Gravina (Italy) | Hans-Joachim Watzke (Germany) | Marijan Kustić (Croatia) | Ari Lahti (Finland) | Aivar Pohlak (Estonia) | Armen Melikbekyan (Armenia)
- Female member for a four-year term**
Lise Klaveness (Norway)
- Two-year term**
Rafael Louzán Abal (Spain) | Moshe Zuares (Israel)

Elected to FIFA Council

- Five members, including at least one female, for four-year term**
Pascale Van Damme (Belgium) | Răzvan Burleanu (Romania) | Georgios Koumas (Cyprus) | Bernd Neuendorf (Germany) | Dejan Šavićević (Montenegro)

Ratification

- European Leagues representative on UEFA Executive Committee for four-year term**
Claudius Schäfer (Switzerland)

Granted

- Honorary membership of UEFA**
David Gill | Karl-Erik Nilsson | Karl-Heinz Rummenigge



Email approvals¹
• Amendments to club competition regulations for 2025/26
• Futsal EURO 2026:
◦ Appointment of Slovenia as host country
◦ Assignment of group and knockout matches
◦ Draw to allocate Belarus to either group C or D (hosted in Slovenia)
◦ Amendments to competition regulations

¹ By UEFA Executive Committee unless stated otherwise

COMPOSITION OF UEFA COMMITTEES

30 JUNE 2025

COMPOSITION OF UEFA COMMITTEES, 30 JUNE 2025

Governance and Compliance Committee

Chair	Herbert Hübel (Austria)
1st vice-chair	Marco Casagrande (Finland)
2nd vice-chair	Charles Deguara (Independent member – Malta)
Members	Elvira Andrés Monte (Spain) Polina Yumasheva (Russia) Alexandre Miguel Mestre (Independent member – Portugal) José Juan Pintó Sala (Independent member – Spain)
Member who left during 2024/25 season:	Kadir Kardas (Türkiye)

Meeting 6 November 2024

Compensation Committee

Chair	David Gill (England)
Members	Herbert Hübel (Austria) José Juan Pintó Sala (Independent member – Spain)
Consultant	Stephan Hostettler (Switzerland – HCM International Ltd)
Meetings	28 August 2024, 3 December 2024

National Associations Committee

Chair	Servet Yardimci (Türkiye)
Deputy chair	Alexander Dyukov (Russia)
Deputy chair	Marijan Kustić (Croatia)
1st vice-chair	Hugo Quaderer (Liechtenstein)
2nd vice-chair	Moshe Zuares (Israel)
3rd vice-chair	Cezary Kulesza (Poland)
4th vice-chair	Vico Željković (Bosnia & Herzegovina)
Members	Adilet Barmenkulov (Kazakhstan) Jane Bateman (England) François Bigot (France)

Referees Committee

Chair	Roberto Rosetti (UEFA managing director of refereeing)
Members	Dagmar Damková (UEFA refereeing officer) Vladimir Sajn (UEFA refereeing officer) Björn Kuipers (UEFA refereeing officer) Carlos Velasco Carballo (UEFA refereeing officer)
Meeting	17 December 2024

National Team Competitions Committee

Chair	Philippe Diallo (France)
Deputy chair	Levan Kobiashvili (Georgia)
Deputy chair	Lise Klaveness (Norway)
1st vice-chair	Gjjs de Jong (Netherlands)
2nd vice-chair	Mark Bullingham (England)
3rd vice-chair	Márton Vági (Hungary)
4th vice-chair	Heike Ullrich (Germany)

Special advisor	Alan McRae (Scotland)
EFC representative	Michele Centenaro (Italy)

FIFPRO Europe representative	Mirko Poledica (Serbia)
------------------------------	-------------------------

Member who left during 2024/25 season:

Branislav Nedimović (Serbia)

Finance Committee

Chair	David Gill (England)
Members	Sándor Csányi (Hungary) Philippe Diallo (France) Ari Lahti (Finland)
Meetings	24 September 2024, 3 December 2024, 23 January 2025

Club Competitions Committee

Chair	Gabriele Gravina (Italy)
Deputy chair	David Gill (England)
Deputy chair	Alexander Dyukov (Russia)
Members	Jokin Aperribay (Real Sociedad de Fútbol) Asif Asgarov (Qarabağ FK) Rebecca Caplehorn (Tottenham Hotspur) Niclas Carlén (Malmö FF) Fernando Carro de Prada (Bayer 04 Leverkusen) Giorgio Chiellini (Juventus FC) Damien Comolli (Toulouse FC) Ali Y. Koç (Fenerbahçe SK) Pablo Longoria (Olympique de Marseille) Dariusz Mioduski (Legia Warszawa) Pál Orosz (Ferencvaros TC)
Meeting	17 December 2024

Aki Riihilahti (HJK Helsinki)
Snorre Strand (Molde FK)
Kuno Tehva (Nõmme Kalju FC)
Erik van Spanje (AFC Ajax)
André Villas-Boas (FC Porto)

Special advisor	Fernando Gomes (Portugal)
-----------------	---------------------------

European Leagues representative	Claus Thomsen (Denmark)
---------------------------------	-------------------------

Members who left during 2024/25 season:	Daniel Rommedahl (FC Copenhagen)
	Lina Souloukou (AS Roma)

Meetings	29 August 2024, 24 February 2025, 30 May 2025
----------	---

Women's Football Committee

Chair	Anne Rei (Estonia)
Deputy chair	Laura McAllister (Wales)
1st vice-chair	Mette Bach Kjaer (Denmark)
2nd vice-chair	Sabrina Viguier (France)

3rd vice-chair	Silke Raml (Germany)
----------------	----------------------

Members	Ana Alvarez (Spain) Teny Avakian (Armenia) Anila Basha (Albania) Judit Berkesi (Hungary) Yifat Cohen (Israel) Kay Cossington (England) Svitlana Hrynevich (Belarus) Katrien Jans (Belgium) Mónica Jorge (Portugal) Cheryl Lamont (Northern Ireland) Mariet Louhento (Finland) Shirley Martin (Scotland) Vaso Mijanović (Bosnia & Herzegovina) Jon Merland (Norway) Nina Patalon (Poland) Lucienne Reichardt (Netherlands) Carolina Sjöblom (Sweden) Sandra Sremčević (Serbia) Maria Suchkova (Russia)
---------	---

Meetings	26 November 2024, 27 March 2025
----------	---------------------------------

Members	Gian Luca Angelini (San Marino) Luca Bergamini (Italy) Serghei Butelchi (Moldova) Jakob Koed (Denmark) Samantha Tina Lovše (Slovenia) Carlos Lucas (Portugal) José Miguel Monje (Spain) Ruben Nazaretyan (Armenia) Kairat Orazbekov (Kazakhstan) Müslüm Özmen (Türkiye) Daniel Petcu (Romania) Sergejus Slyva (Lithuania) Sandro Stroppa (Switzerland) Serhii Vladyko (Ukraine)
Meetings	26 November 2024, 27 March 2025

HatTrick Committee

Chair	Karl-Erik Nilsson (Sweden)
Deputy chair	Armand Duka (Albania)
1st vice-chair	George Koumas (Cyprus)
2nd vice-chair	Debbie Hewitt (England)
3rd vice-chair	Michail Kassabov (Bulgaria)

4th vice-chair	Teresa Romão (Portugal)
----------------	-------------------------

Members	Agim Ademi (Kosovo) Pavlo Boichuk (Ukraine) Marie Coipel (Belgium) Paul Cooke (Republic of Ireland) Wojciech Cygan (Poland) Niccolò Donna (Italy) Peter Frymuth (Germany) Neil Jardine (Northern Ireland) Alkin Kalkavan (Türkiye) Kaarlo Kankunen (Finland) Armen Melikbeyyan (Armenia) Zoltán Roskó (Hungary) Samuel Scheidegger (Switzerland) Muamed Sejdini (North Macedonia) Ane-Guro Skaare-Rekdal (Norway) Edgaras Stankevičius (Lithuania)
---------	---

Member who left during 2024/25 season:	Vanda Sigurgeirsdóttir (Iceland)
--	----------------------------------

Meetings	11 September 2024, 24 February 2025, 5 May 2025
----------	---

Futsal Committee

Development and Technical Assistance Committee

Chair	Zbigniew Boniek (Poland)
Deputy chair	Levan Kobiashvili (Georgia)
1st vice-chair	Bent Clausen (Denmark)
2nd vice-chair	Ronny Zimmermann (Germany)
3rd vice-chair	Dan Clements (England)

Members	Irina Baranova (Russia) Karol Belanik (Slovakia) Erich Brabec (Czechia) Reinhold Breu (Lithuania) Ion Geolău (Romania) Ronen Hershco (Israel) Dzmitry Kasenak (Belarus) Petar Krpan (Croatia) Elias Mineirii (Sweden) Fulvio Pea (Albania) Sejad Salihović (Bosnia & Herzegovina) Lennard van Ruiven (Netherlands) Friðin Ziskason (Faroe Islands)
---------	--

EFC representative	Christian Gentile (Djurgårdens IF)
--------------------	------------------------------------

Member who left during 2024/25 season:
Nikola Zerdeski (North Macedonia)

Meeting	27 October 2024
---------	-----------------

Club Licensing Committee

Chair	Debbie Hewitt (England)
Deputy chair	Thomas Christensen (Denmark)
1st vice-chair	Ivančica Sudac (Croatia)
2nd vice-chair	Paulo Lourenço (Portugal)
3rd vice-chair	Nick Nicolaou (Cyprus)

Members	Mark Adams (Wales) Roman Babaev (Russia) Sébastien Cazali (France) David Courell (Republic of Ireland) Laura Dougan (Scotland) Tamás Gudra (Hungary) Axel Hellmann (Germany) Elchin Mammadov (Azerbaijan) Siniša Mitrović (Slovenia) Arne Larsen Økland (Norway) Stanislav Rýznar (Czechia) Nenad Santrač (Serbia) Philipp Studhalter (Switzerland) Oleksandr Shevchenko (Ukraine) Nils Van Brantegem (Belgium) Andrea Vidal (Andorra) Milan Vojtek (Slovakia)
---------	--

EFC representative	Michael Verschueren (Independent Board Member)
--------------------	--

European Leagues representative	Marc Lenz (Germany)
---------------------------------	---------------------

FIFPRO Europe representative	Fraser Wishart (Scotland)
------------------------------	---------------------------

Meetings	21 November 2024, 21 March 2025
----------	---------------------------------

Stadium and Security Committee

Chair	Petr Fousek (Czechia)
-------	-----------------------

Deputy chair	Servet Yardımcı (Türkiye)
--------------	---------------------------

1st vice-chair	Phivos Vakis (Cyprus)
----------------	-----------------------

2nd vice-chair	Martin Koželj (Slovenia)
----------------	--------------------------

3rd vice-chair	Stephen Williams (Wales)
----------------	--------------------------

4th vice-chair	Aleksandr Alaev (Russia)
----------------	--------------------------

Members	Marco Abreu (Portugal) Bert Andersson (Sweden) Chris Bryant (England) Peter Dedič (Slovakia) Hendrik Grosse Lefert (Germany) Bagdat Kassenov (Kazakhstan) Siniša Kostrešević (Bosnia & Herzegovina) Girts Krastiņš (Latvia) Dave Moran (Republic of Ireland) Andrii Taran (Ukraine) Peter Tornbo (Denmark) Maria Pilar Vettori (Italy) Siarhei Zhardzetski (Belarus)
---------	--

EFC representative	Christian Gentile (Djurgårdens IF)
--------------------	------------------------------------

Member who left during 2024/25 season:
Nikola Zerdeski (North Macedonia)

Meeting	27 October 2024
---------	-----------------

Medical Committee

Chair	Tim Meyer (Germany)
-------	---------------------

Deputy chair	Charlotte Cowie (England)
--------------	---------------------------

1st vice-chair	Helena Herrero (Spain)
----------------	------------------------

2nd vice-chair	John Maclean (Scotland)
----------------	-------------------------

3rd vice-chair	Nüket Küçükel Ezberci (Türkiye)
----------------	---------------------------------

Members	Elchin Mammadov (Azerbaijan) Siniša Mitrović (Slovenia) Arne Larsen Økland (Norway) Stanislav Rýznar (Czechia) Nenad Santrač (Serbia) Philipp Studhalter (Switzerland) Oleksandr Shevchenko (Ukraine) Nils Van Brantegem (Belgium) Andrea Vidal (Andorra) Milan Vojtek (Slovakia)
---------	--

EFC representative	Serhii Palkin (FC Shakhtar Donetsk)
--------------------	-------------------------------------

European Leagues representative	Ansgar Schwenken (Germany)
---------------------------------	----------------------------

FIFPRO Europe representative	Mila Hristova (Bulgaria)
------------------------------	--------------------------

Meeting	31 October 2024
---------	-----------------

Development and Technical Assistance Committee

Chair	Zbigniew Boniek (Poland)
-------	--------------------------

Deputy chair	Levan Kobiashvili (Georgia)
--------------	-----------------------------

1st vice-chair	Bent Clausen (Denmark)
----------------	------------------------

2nd vice-chair	Ronny Zimmermann (Germany)
----------------	----------------------------

3rd vice-chair	Dan Clements (England)
----------------	------------------------

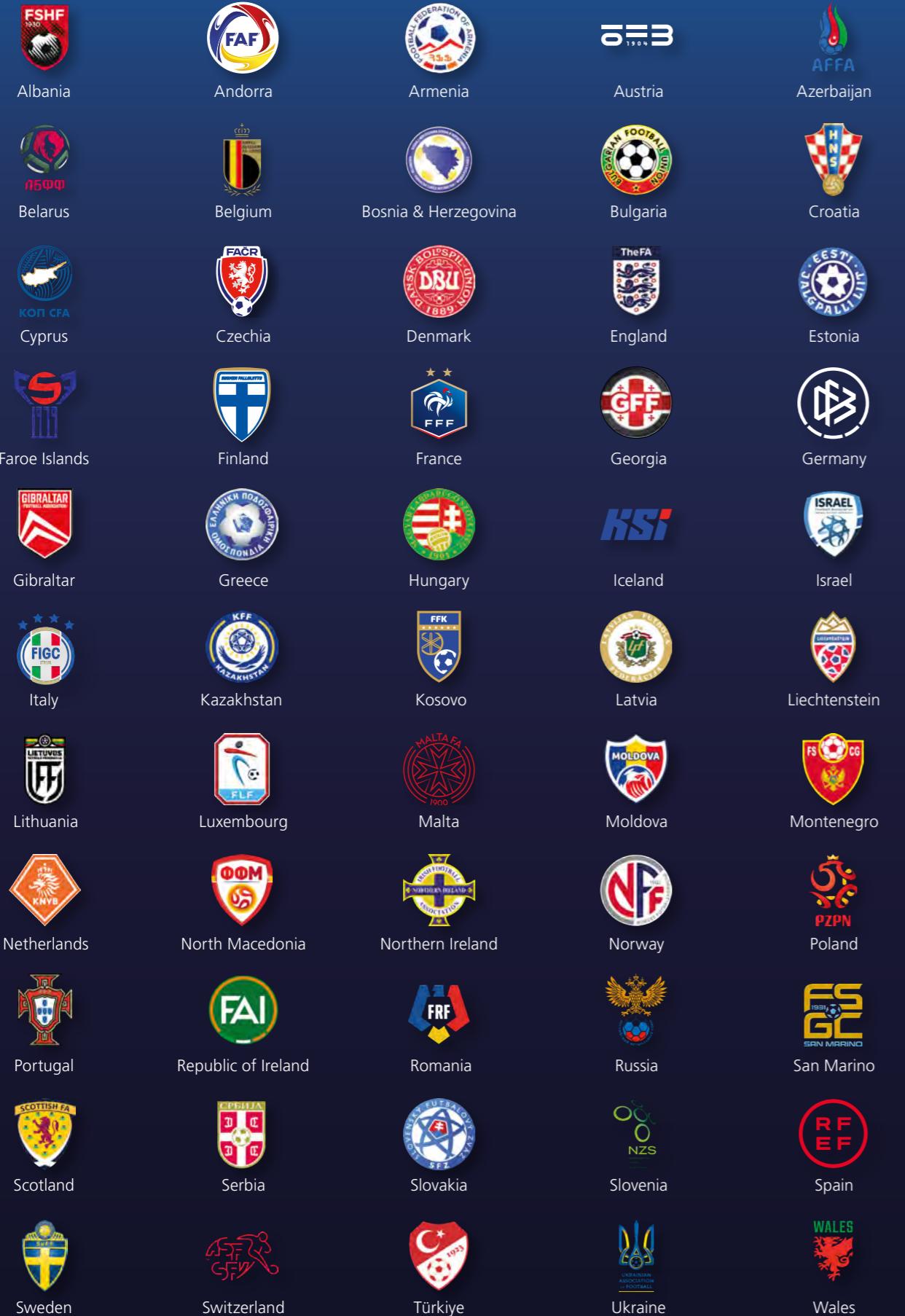
Members	Irina Baranova (Russia) Karol Belanik (Slovakia) Erich Brabec (Czechia) Reinhold Breu (Lithuania) Ion Geolău (Romania) Ronen Hershco (Israel) Dzmitry Kasenak (Belarus) Petar Krpan (Croatia) Elias Mineirii (Sweden) Fulvio Pea (Albania) Sejad Salihović (Bosnia & Herzegovina) Lennard van Ruiven (Netherlands) Friðin Ziskason (Faroe Islands)
---------	--

EFC representative	Michael Verschueren (Independent Board Member)
--------------------	--

European Leagues representative	Marc Lenz (Germany)
---------------------------------	---------------------

FIFPRO Europe representative	Fraser Wishart (Scotland)
------------------------------	---------------------------

Meetings	21 November 2024, 21 March 2025



Photos: UEFA, Getty Images, Sportsfile, UEFA member associations, Holstein Kiel
 Setting: Touchline
 Printing: Cavin - Baudat (Grandson) SA



UEFA
Route de Genève 46
CH-1260 Nyon 2
Switzerland