

# UEFA

ANNUAL REPORT 2017/18







Antoine Griezmann scores Atlético's second goal against Marseille during the Europa League final in Lyon on 16 May 2018.



# CONTENTS

- 6 President’s foreword
- 8 Key decisions
- 10 Committees

**PLAYING THE GAME**

- 16 National team competitions
- 20 Club competitions
- 24 Women’s competitions
- 28 Youth and amateur competitions
- 30 Futsal competitions
- 32 The game and its laws
- 33 Football operations

**DEVELOPING THE GAME**

- 38 National associations governance
- 40 Solidarity
- 46 Education
- 48 Technical development
- 50 Grassroots

**GOVERNING THE GAME**

- 58 Corporate governance
- 59 Football stakeholders and EU bodies
- 60 Finance
- 61 Legal
- 62 Disciplinary
- 63 Medical
- 64 Services and administration
- 67 Stadiums and security
- 68 Social responsibility
- 72 UEFA Foundation for Children
- 73 Communications
- 74 Intelligence centre
- 76 Club licensing and financial fair play

**OPERATING THE GAME**

- 82 Working with LOCs
- 86 Pitch manager
- 87 Ticketing
- 88 Match for Solidarity
- 90 Marketing activities and sponsorship
- 94 Media rights and production services
- 95 Digital





# THE LOVE OF FOOTBALL AT ITS VERY CORE

A year is a long time in football – but if that year includes success and achievement, the months seem to pass by in the blink of an eye. The 2017/18 year has been rewarding for UEFA; we have consolidated our role as the umbrella body of European football, continuing to set the course for the future while never losing sight of current objectives.

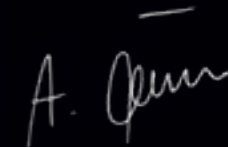
We have shown courage, transparency and leadership in fulfilling our mission to protect, promote and develop the game. Good governance reforms have given UEFA essential stability; key European football stakeholders such as the clubs and the leagues now have enhanced roles in the decision-making process; while the system is still being perfected, financial fair play is nevertheless having a positive impact on clubs' financial management; and dialogue with the European political authorities remains fruitful. Our social responsibility activities have taken on impressive new dimensions. Administrative structures have been successfully fine-tuned, and we have been diligently shaping a fresh strategic outlook for the years ahead.

Europe's competitions showcase the quality of football on this continent. Our club competitions captivate fans across the world. The final preparations were put in place for an exciting new competition, the UEFA Nations League, which will further reinforce the status of national team football. UEFA Women's EURO 2017 clearly demonstrated that European women's football is in rude health. On the world football front, European national teams performed admirably at the FIFA World Cup in Russia. Meanwhile, a comprehensive new strategy for futsal is creating a bright and bold tomorrow for this sector of our sport.

It is also a source of satisfaction that we have been able to maintain solid levels of revenue. As a result, we can invest significantly in all areas of European football while, at the same time, providing our member associations with important funding to bolster their own sporting and administrative infrastructures. This is fully in line with our remit to foster each aspect of the European game.

I would like to thank everyone who has contributed to our successful 2017/18 – the Executive Committee and our other committees, our expert panels and specialist bodies, clubs, partners and stakeholders, the UEFA administration, and, of course, our 55 member associations. We can all be proud of the dedicated common efforts undertaken to safeguard the best interests of European football and nurture its overall well-being.

This year, our annual report has a new look – we have combined the reports of the president, Executive Committee and UEFA administration, and given the report an up-to-date feel. We particularly hope that this review of UEFA's year will be an invaluable source of information for those interested in discovering who we are, and what we do. Of course, we are not always perfect – but everything that we do has the love of football at its very core.



**Aleksander Čeferin**  
UEFA President





**Aleksander Čeferin**  
President,  
Professional Football  
Strategy Council  
chairman,  
FIFA vice-president



**Karl-Erik Nilsson**  
First vice-president,  
HatTrick Committee  
chairman



**Fernando Gomes**  
Vice-president,  
Club Competitions  
Committee chairman,  
FIFA Council member



**Reinhard Grindel**  
Vice-president,  
Governance and  
Compliance Committee  
chairman,  
FIFA Council member



**Grigoriy Surkis**  
Vice-president,  
National Associations  
Committee chairman



**Michele Uva**  
Vice-president,  
Club Licencing  
Committee chairman



**David Gill**  
Vice-president/  
UEFA treasurer,  
Finance Committee  
chairman, Compensation  
Committee chairman,  
FIFA vice-president



**Zbigniew Boniek**  
Member,  
Players' Status,  
Transfer and Agents and  
Match Agents Committee  
chairman



**Sándor Csányi**  
Member,  
National Team  
Competitions Committee  
chairman,  
FIFA vice-president



**John Delaney**  
Member,  
Youth and Amateur  
Football Committee  
chairman

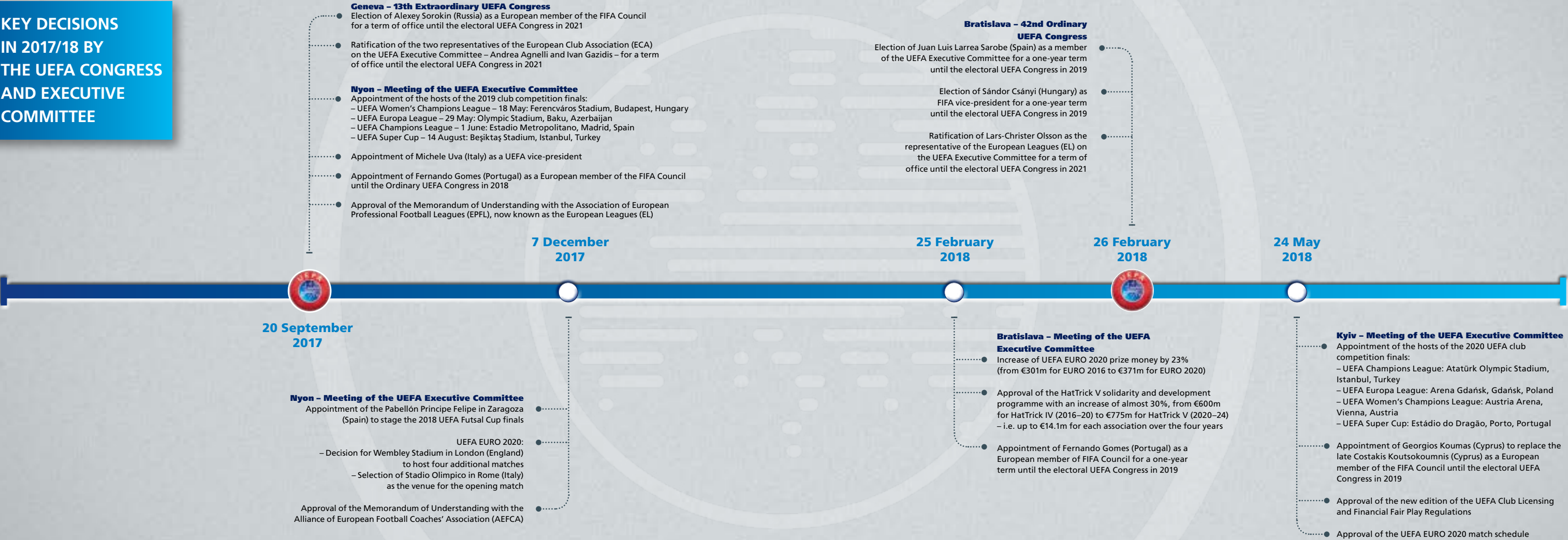



**Peter Gilliéron**  
Member,  
Fair Play and Social  
Responsibility Committee  
chairman



**Florence Hardouin**  
Member,  
Marketing Advisory  
Committee chairwoman

KEY DECISIONS  
IN 2017/18 BY  
THE UEFA CONGRESS  
AND EXECUTIVE  
COMMITTEE





**Borislav Mihaylov**  
Member,  
Development and  
Technical Assistance  
Committee chairman




**Juan Luis Larrea Sarobe**  
Member



**Davor Šuker**  
Member,  
Football Committee  
chairman




**Michael van Praag**  
Member,  
Stadium and Security  
Committee chairman



**Servet Yardımcı**  
Member,  
Media Committee  
chairman



**Andrea Agnelli**  
Member,  
ECA representative



**Ivan Gazidis**  
Member,  
ECA representative



**Lars-Christer Olsson**  
Member,  
EL representative



**Evelina Christillin**  
FIFA Council member



**Georgios Koumas**  
FIFA Council member



**Dejan Savičević**  
FIFA Council member



**Alexey Sorokin**  
FIFA Council member





Professional Football Strategy Council

Chairman	Aleksander Čeferin
Representatives of the UEFA Executive Committee	Karl-Erik Nilsson (Sweden) Fernando Gomes (Portugal) Reinhard Grindel (Germany) Grigoriy Surkis (Ukraine)
Appointed by the European Club Association	Nasser Al-Khelaifi (France) Josep Maria Bartomeu (Spain) Peter Lawwell (Scotland) Edward Woodward (England)
Appointed by the European Leagues	Lars-Christer Olsson (Sweden) Sergey Pryadkin (Russia) Javier Tebas (Spain) Jacco Swart (Netherlands)
Appointed by FIFPro Division Europe	Bobby Barnes (England) Jonas Baer-Hoffmann (Netherlands) Mads Øland (Denmark) Damiano Tommasi (Italy)
Observers	UEFA Michele Uva (Italy) FIFA Marco Villiger (Switzerland) ECA Michele Centenaro (Italy) EL Georg Pängl (Austria) FIFPro Theo van Seggelen (Netherlands)
Meetings:	23 January 2018, 16 May 2018

Governance and Compliance Committee

Chairman	Reinhard Grindel (Germany)
Members	Marco Casagrande (Finland) Charles Deguara (Malta – independent member) Herbert Hübel (Austria) José Juan Pintó Sala (Spain – independent member)
Meetings:	21 September 2017, 25 February 2018

Compensation Committee

Chairman	David Gill (England)
Members	Herbert Hübel (Austria) José Juan Pintó Sala (Spain – independent member)
Consultant	Stephan Hostettler (Switzerland - HCM International Ltd)
Meetings:	24 August 2017, 23 November 2017, 31 January 2018, 26 February 2018, 16 May 2018



National Associations Committee

Chairman	Grigoriy Surkis (Ukraine)
Deputy chairman	Fernando Gomes (Portugal)
Deputy chairman	Reinhard Grindel (Germany)
1st Vice-chairman	Greg Clarke (England)
2nd Vice-chairman	Hugo Quaderer (Liechtenstein)
3rd Vice-chairman	Levan Kobiashvili (Georgia)
Members	Alaatin Aykac (Turkey) Pål Bjerketvedt (Norway) Ofer Eini (Israel) Virgar Hvidbro (Faroe Islands) Slaviša Kokeza (Serbia) Patrick Nelson (Northern Ireland) Charles Robba (Gibraltar) Alexey Sorokin (Russia) Radu Visan (Romania) Dimitar Zisovski (FYR Macedonia)
Co-opted Member	Noël Le Graët (France)

Members who left this committee during the 2017/18 season: Kanysh Aubakirov (Kazakhstan), Kaarlo Kankkunen (Finland)

Meetings: 7 September 2017, 17 May 2018

Finance Committee

Chairman	David Gill (England)
Members	Sándor Csányi (Hungary) Michele Uva (Italy)

Meetings: 24 August 2017, 19 September 2017, 24 November 2017, 6 December 2017, 23 January 2018, 25 February 2018, 16 May 2018

Referees Committee

Chairman	Pierluigi Collina (UEFA Chief Refereeing Officer)
Deputy chairman	Hugh Dallas (UEFA Refereeing Officer)
1st Vice-chairman	Marc Batta (UEFA Refereeing Officer)
2nd Vice-chairman	Vladimir Sajn (UEFA Refereeing Officer)
3rd Vice-chairwoman	Dagmar Damková (UEFA Refereeing Officer)
Members	David R. Elleray (England) Herbert Fandel (Germany) José Fontelas Gomes (Portugal) Bo Karlsson (Sweden) Nikolay Levnikov (Russia) Jaap Uilenberg (Netherlands) Kyros Vassaras (Greece)
Meetings:	6 December 2017, 29 May 2018

National Team Competitions Committee

Chairman	Sándor Csányi (Hungary)
Deputy chairman	Michele Uva (Italy)
1st Vice-chairman	Alan McRae (Scotland)
2nd Vice-chairman	Mahmut Özgener (Turkey)
3rd Vice-chairman	Martin Glenn (England)
4th Vice-chairman	Tiago Craveiro (Portugal)
Members	Angelo Chetcuti (Malta) Friedrich Curtius (Germany) Gijs de Jong (Netherlands) Hubert Fournier (France) Rotem Kamer (Israel) Emil Kostadinov (Bulgaria) Alfred Ludwig (Austria) Alex Miescher (Switzerland) Alberto Pacchioni (San Marino) Maciej Sawicki (Poland) Håkan Sjöstrand (Sweden) Terje Svendsen (Norway) Geir Thorsteinnsson (Iceland) Damir Vrbanović (Croatia)

Members who left this committee during the 2017/18 season: Jesper Møller Christensen (Denmark), Bert van Oostveen (Netherlands)

Meetings: 6 September 2017, 22 November 2017, 3 May 2018

Club Competitions Committee

Chairman	Fernando Gomes (Portugal)
Deputy chairman	David Gill (England)
Deputy chairman	Michael van Praag (Netherlands)
1st Vice-chairman	Umberto Gandini (Italy)
2nd Vice-chairman	Sofoklis Pilavios (Greece)
3rd Vice-chairman	–

Members

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

EL Representative

Didier Quillot (France)

Members who left this committee during the 2017/18 season: Andrea Agnelli (Italy), Nasser Al-Khelaifi (France), Bernhard Heuser (Switzerland)

Meetings: 24 August 2017, 2 February 2018, 25 May 2018

Youth and Amateur Football Committee

Chairman	John Delaney (Republic of Ireland)
Deputy chairman	Grigoriy Surkis (Ukraine)
1st Vice-chairman	Aivar Pohlak (Estonia)
2nd Vice-chairman	Sergei Roumas (Belarus)
3rd Vice-chairman	Armen Minasyan (Armenia)
Members	Hans-Dieter Drewitz (Germany) Mustafa Erögüt (Turkey) Alessandro Giaquinto (San Marino) Richard Havrilla (Slovakia) Marc Keller (France) Christian Kofoed (Denmark) Yordan Letchkov (Bulgaria) Trefor Lloyd Hughes (Wales) Paul Lyon (Gibraltar) David Martin (Northern Ireland) Rudolf Marxer (Liechtenstein) Marcelino Maté (Spain) Ludovico Micallef (Malta) Savo Milošević (Serbia) Vito Roberto Tisci (Italy) Rudi Zavrl (Slovenia)

Meetings: 16 November 2017, 17 April 2018

Women’s Football Committee

Chairwoman	Anne Rei (Estonia)
Deputy chairman	John Delaney (Republic of Ireland)
1st Vice-chairwoman	Hannelore Ratzeburg (Germany)
2nd Vice-chairman	Jasmin Baković (Bosnia & Herzegovina)
3rd Vice-chairwoman	Laura McAllister (Wales)
Members	Mette Bach Kjær (Denmark) Bernadette Constantin (France) Sue Hough (England) Monica Jorge (Portugal) Annelie Larsson (Sweden) Anne McKeown (Scotland) Nikola Mužiková (Czech Republic) Camelia Nicolae (Romania) Aleksandra Pejkovska (FYR Macedonia) Francesca Sanzone (Italy) Gudrun Inga Sivertsen (Iceland) Marina Tashchyan (Armenia) Sharon Zeevi (Israel)

ECA Representatives

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

ECA Observer

Olivier Jarosz

Members who left this committee during the 2017/18 season: Minke Booij (Netherlands)

† Marc Lesenfants (Belgium)

Meetings: 6 August 2017, 3 October 2017, 1 February 2018



Futsal and Beach Soccer Committee

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

Meetings: 21 November 2017, 10 February 2018

HatTrick Committee

Chairman	Karl-Erik Nilsson (Sweden)
Deputy chairman	Armand Duka (Albania)
1st Vice-chairman	–
2nd Vice-chairman	Leo Windtner (Austria)
3th Vice-chairman	Michail Kassabov (Bulgaria)
Members	Tom Borgions (Belgium) Eamon Breen (Republic of Ireland) Mette Christiansen (Norway) Niccolò Donna (Italy) Peter Frymuth (Germany) Sylvain Grimault (France) Neil Jardine (Northern Ireland) Kaarlo Kankkunen (Finland) Jozef Kliment (Slovakia) Vadym Kostiuchenko (Ukraine) Miroslaw Malinowski (Poland) Aisultan Nazarbayev (Kazakhstan) Filip Popovski (FYR Macedonia) Siarhei Safaryan (Belarus) Andreu Subies I Forcada (Spain) Márton Vági (Hungary) Cengiz Zülfikaroglu (Turkey) Kurt Zuppinger (Switzerland)

† Pertti Alaja (Finland)  
† Costakis Koutsokoumnis (Cyprus)

Meetings: 17 November 2017, 19 April 2018

Development and Technical Assistance Committee

Chairman	Borislav Mihaylov (Bulgaria)
Deputy chairman	Zbigniew Boniek (Poland)
1st Vice-chairman	Paul Philipp (Luxembourg)
2nd Vice-chairman	Jānis Mežeckis (Latvia)
3rd Vice-chairman	Guðni Bergsson (Iceland)
Members	Sergey Anokhin (Russia) Dan Ashworth (England) Dušan Bajević (Bosnia & Herzegovina) Karol Belanik (Slovakia) Bent Clausen (Denmark) Nemanja Filipović (Serbia) Ion Geolgau (Romania) Mario Gjucinovski (FYR Macedonia) Romeo Jozak (Croatia) Lars Richt (Sweden) Hannu Tihinen (Finland) Chris Van Puyvelde (Belgium) Friðin Ziskason (Faroe Islands)

Member who left this committee during the 2017/18 season: Ronen Herscho (Israel)

Meeting: 16 October 2017

Club Licensing Committee

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

EL Representative    Marco Brunelli (Italy)

Meetings: 16 November 2017, 16 April 2018

Stadium and Security Committee

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

EL Representative    Claus Thomsen (Denmark)

Meetings: 21 November 2017, 24 April 2018

Medical Committee

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

Meetings: 15 November 2017, 2 May 2018



Players’ Status, Transfer and Agents and Match Agents Committee

Chairman	Zbigniew Boniek (Poland)
Deputy chairman	Sergey Pryadkin (Russia)
1st Vice-chairman	Marco Casagrande (Finland)
2nd Vice-chairman	Mario Gallavotti (Italy)
3rd Vice-chairman	Henrik Ravnild (Denmark)
Members	Andy Ambler (England) Oleksandr Bandurko (Ukraine) Róbert Barczy (Hungary) Siarhei Ilyich (Belarus) Pavel Kolev (Bulgaria) Paulo Lourenço (Portugal) Rod Petrie (Scotland) Lukas Pitek (Slovakia) Jean-Jacques Schonckert (Luxembourg) Peter Stadelmann (Switzerland)

EL Representative    Ansgar Schwenken (Germany)

Meeting: 20 November 2017

Legal Committee

Chairman	Jesper Møller Christensen (Denmark)
Deputy chairman	Peter Gilliéron (Switzerland)
1st Vice-chairman	Christian Andreasen (Faroe Islands)
2nd Vice-chairman	Andrii Pavelko (Ukraine)
3rd Vice-chairman	Herbert Hübel (Austria)
Members	Efraim Barak (Israel) Mark Boetekees (Netherlands) Artan Hajdari (Albania) Vladimir Iveta (Croatia) Ainar Leppänen (Estonia) Krzysztof Malinowski (Poland) Ramish Maliyev (Azerbaijan) Krister Malmsten (Sweden) Andrew McKinlay (Scotland) Luca Miranda (Italy) Borislav Popov (Bulgaria) Eroll Salihu (Kosovo) Daniel Spreutels (Belgium) Saša Zagorc (Slovenia)

EL Representative    Claudius Schäfer (Switzerland)

Member who left this committee during the 2017/18 season: François de Keersmaecker (Belgium)

Meeting: 27 November 2017



Marketing Advisory Committee

Chairwoman	Florence Hardouin (France)
Deputy chairman	Davor Šuker (Croatia)
1st Vice-chairman	Guntis Indriksons (Latvia)
2nd Vice-chairman	Stewart Regan (Scotland)
3rd Vice-chairman	Razvan Burleanu (Romania)
Members	Rinat Akhmetov (Kazakhstan) Mark Bullingham (England) Jonathan Ford (Wales) Atanas Furnadzhiev (Bulgaria) Javid Garayev (Azerbaijan) Kadir Kardaş (Turkey) David McDowell (Slovenia) Agnieszka Prachniak (Poland) Jaroslav Šišolák (Slovakia) Frances Smith (Republic of Ireland) Denis Solovvey (Russia) Denni Strich (Germany) Dušan Svoboda (Czech Republic)

Meetings: 23 November 2017, 12 April 2018

Media Committee

Chairman	Servet Yardımcı (Turkey)
Deputy chairwoman	Florence Hardouin (France)
1st Vice-chairman	Nicolai Cebotari (Moldova)
2nd Vice-chairman	Momir Djurdjevac (Montenegro)
3rd Vice-chairman	Onofre Costa (Portugal)
Members	Janusz Basalaj (Poland) Matej Damjanović (Bosnia & Herzegovina) Márton Dinnyés (Hungary) Nerijus Dunauskas (Lithuania) Otar Giorgadze (Georgia) Philipp Patsch (Liechtenstein) Heather Rabbatts (England) Tomaž Ranc (Slovenia) Stilian Shishkov (Bulgaria) Alexandros Spyropoulos (Greece)

Member who left this committee during the 2017/18 season: Antonios Karpelopoulos (Greece)

Meeting: 25 January 2018

Fair Play and Social Responsibility Committee

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

EL Representative    Jacco Swart (Netherlands)

Meetings: 23 November 2017, 20 April 2018

Football Committee

Chairman	Davor Šuker (Croatia)
Deputy chairman	Borislav Mihaylov (Bulgaria)
1st Vice-chairman	Pavel Cebanu (Moldova)
2nd Vice-chairman	Dejan Savičević (Montenegro)
3rd Vice-chairman	–
4th Vice-chairman	Luís Figo (Portugal)
Members	Demetrio Albertini (Italy) Matt Crocker (England) Ilcho Gjorgjoski (FYR Macedonia) Horst Hrubesch (Germany) Anghel Iordanescu (Romania) Muhamed Konjić (Bosnia & Herzegovina) Stefan Majewski (Poland) David Mujiri (Georgia) Tibor Nyilasi (Hungary) Fernando Ruiz Hierro (Spain) Alexey Smertin (Russia)

EL Representative    Pedro Proença (Portugal)

Special Advisor    Pierluigi Collina (UEFA Chief Refereeing Officer)

† Fadil Vokrri (Kosovo)  
† Goran Bunjevčević (Serbia)

Meeting: 12 February 2018



A dynamic action shot from a soccer match. In the foreground, a French player wearing a blue jersey with the number 20 is dribbling the ball. He is being closely marked by an English player in a white jersey with the number 19. Other players from both teams are visible in the background, and the stadium is filled with spectators.

# PLAYING THE GAME

**16** National team  
competitions

**20** Club competitions

**24** Women's  
competitions

**28** Youth and amateur  
competitions

**30** Futsal competitions

**32** The game  
and its laws

**33** Football operations



## NATIONAL TEAM COMPETITIONS

# NEW COMPETITION TAKES SHAPE

The 2017/18 season was another busy year for UEFA on the national team competition stage, with both brand-new and long-running competitions to organise, as well as the culmination of the European Qualifiers for the 2018 FIFA World Cup in Russia.

Preparations for the inaugural UEFA Nations League continued in earnest in September 2017, with UEFA's National Team Competitions Committee approving the competition regulations, including new rules for the rescheduling of matches, and a detailed breakdown of the draw and fixture list procedures.

Details of those key decisions were then presented at a workshop in Geneva in October 2017, giving UEFA's member associations the opportunity to familiarise themselves with the structure of the new competition, as well as finding

out about the revamped European Qualifiers and the centralisation of international friendlies.

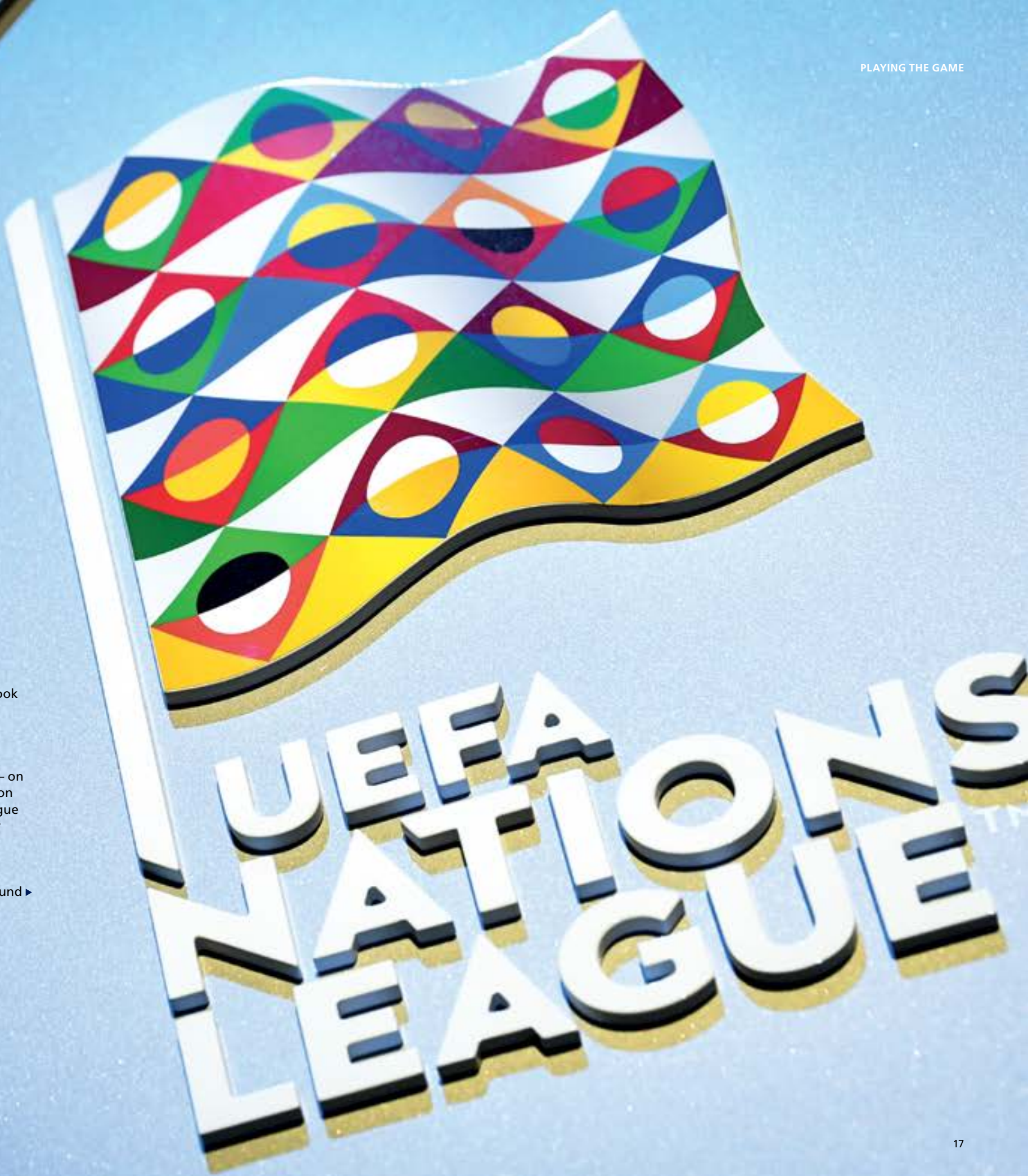
The draw for the Nations League took place in Lausanne in January 2018. Europe's 55 national teams were divided into four leagues – with 12 teams in League A, 12 in League B, 15 in League C and 16 in League D – on the basis of their national association coefficient rankings, with each league made up of four groups of three or four teams.

The winners of the four groups in League A will progress to a final round ►



## 138

matches to be played over  
**6 MATCHDAYS**  
from September to  
November 2018







270

group matches and 8 play-off matches successfully delivered in the European Qualifiers for the 2018 FIFA World Cup Russia

in June 2019, which will determine the very first winners of the Nations League.

However, there will also be plenty to play for in other leagues. While teams will be fighting to avoid relegation to a lower league for the following edition of the competition, group winners will not only gain promotion to the league above, they will also get another opportunity to qualify for UEFA EURO 2020 through the European Qualifiers play-offs.

Indeed, each league will have its own qualification path, with the four group winners competing in single-leg semi-finals and a single-leg final for a place at EURO 2020.

“In every even year we have World Cup or EURO champions; now, in every odd year we will have Nations League champions,” said the UEFA president, Aleksander Čeferin.

In March 2018, the Italian, Polish and Portuguese national associations then expressed an interest in hosting the Nations League finals in June 2019.

The following month, match managers from all 55 member associations were invited to a workshop in Geneva in order to plan and prepare for the new 2018–21 cycle, starting with the Nations League fixtures in 2018.

While those Nations League preparations offered a glimpse of an exciting new future for international football in Europe, the workshop was also an opportunity to reflect on the successful completion of the European Qualifiers for the 2018 FIFA World Cup.

The successful delivery of that qualifying competition was made possible by a lot of hard work behind the scenes, including a workshop for match managers in July 2017,

as well as careful monitoring of European Qualifiers group matches and play-offs. Since the format of the Nations League is closely linked to the European Qualifiers for EURO 2020, the National Team Competitions Committee’s recommendation for approval of the format for the EURO 2020 play-offs – bringing the Nations League into line with the EURO – represented an important step in the organisation of both competitions.

“National team football is a great source of pride and identity. The UEFA Nations League meets our associations’ wishes, and will bring an exciting new dimension to the game.”

Theodore Theodoridis  
UEFA General Secretary



Other key elements recommended by the National Team Competitions in 2017/18 for approval by the Executive Committee included the EURO 2020 match schedule, and the draw and fixture list procedures for the European Qualifiers. The committee was also given an update on operational

preparations for EURO 2020, particularly as regards the team base camps and the reassignment of certain tournament matches from Brussels to London.

Looking beyond EURO 2020, the UEFA administration also began evaluating the bid dossiers submitted by the German Football Association (DFB) and the Turkish Football Federation (TFF) ahead of the final decision by the UEFA Executive Committee on the hosting of EURO 2024.

Last but not least, the National Team Competitions Committee looked back at the final round of the 2015–17 UEFA European Under-21 Championship, held in Poland, and evaluated preparations for the final round of the 2017–19 competition, to be hosted by Italy and San Marino. Plans to change the format and age category for future competitions were also discussed.



178

qualifying matches played in 2017/18



## CLUB COMPETITIONS

# CLUB FOOTBALL GOES FROM STRENGTH TO STRENGTH

From memorable matches and record revenues in the UEFA Champions League and the UEFA Europa League to the remarkable success of the UEFA Youth League, the omens are good for UEFA as it enters a new three-year cycle.

As it embarks on a new three-year club competition cycle, UEFA can look back on a job well done over the last 12 months, having introduced a raft of new measures aimed at ensuring the continued success of its flagship competitions.

In February 2018, the UEFA Executive Committee met in Bratislava to approve the implementation of new wide-ranging regulations governing the UEFA Champions League, the UEFA Europa League and the UEFA Super Cup. Changes to those regulations included the introduction of a fourth substitute for

use during extra time in knockout matches, as well as a loosening of restrictions on matchday squads for the finals of all three competitions (with 23 players now allowed to be named, compared with 18 for all other matches).

Revised kick-off times for the Champions League were also announced, with nearly all games – from the play-offs right through to the final – now starting at 21.00 CET. The only exception is the group stage, with four matches each week – two on Tuesday and two on Wednesday – being allocated earlier

kick-off times of 18.55 CET. The Europa League matches until the round of 16 will kick off at 18.55 or 21.00 CET, while the quarter-finals, semi-finals and final will start at 21.00. The Super Cup will continue to kick off at 21.00 CET.

UEFA's Club Competitions Committee met several times in the course of the year, discussing and agreeing on a number of proposals, including ideas relating to club coefficient points, draw principles for qualifying rounds, the seeding of the Europa League titleholders and player registrations. ►





### Real reign again in Skopje

In August 2017, Real Madrid CF became the first club since AC Milan in 1990 to retain the UEFA Super Cup, beating Manchester United FC 2-1 at Skopje's National Arena Filip II Macedonian. That match gave locals the opportunity to watch a European final in their country for the first time, and the fixture certainly captured the imagination, with a sell-out crowd of 30,421 turning up for the clash between two football heavyweights.

Locals and visiting supporters basked in the late summer sunshine in the Macedonia Square fan zone ahead of the match, before taking a stroll along the river Vardar to the stadium in time for the opening ceremony, which featured hearing-impaired youngsters from a local school performing a song using sign language as part of a UEFA Foundation for Children initiative.

The committee also signed off on the redistribution of revenues for the 2016/17 season, with Champions League group stage and play-off participants sharing more than €1.396bn between them, while the 56 clubs that competed in the Europa League group stage and knockout rounds shared a total of €423.1m.

Meanwhile, solidarity payments supporting youth development at European top-flight clubs totalled €124.37m.

At the same time, in a clear sign that European club football is in rude health – as emphasised by the hugely successful Champions League and Europa League finals in 2018 – the Club Competitions Committee also approved a new financial distribution system for the 2018–21 cycle, promising to give an even greater share of the spoils to Europe's clubs.

Gross commercial revenue for the 2018/19 season is expected to total €3.25bn, and clubs competing in the Champions League and the Europa League from the group stage onwards are forecast to receive €1.95bn and €560m of that respectively. In addition, €295m has been ring-fenced to cover the two competitions' organisational costs, with a further €237.5m being set aside for solidarity payments.

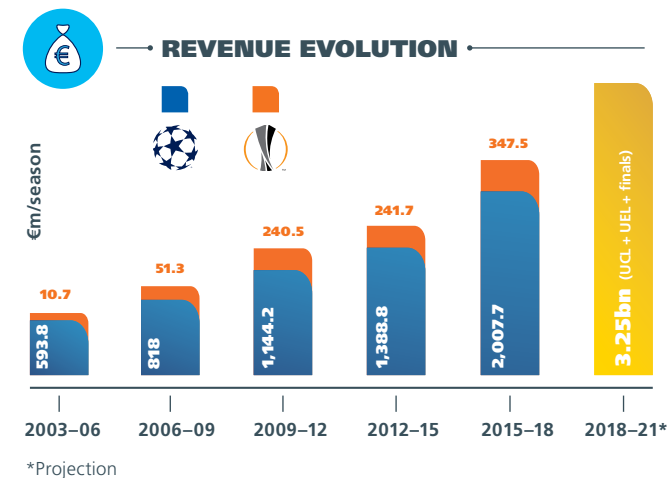
Meanwhile, in addition to keeping abreast of operational preparations for the 2018 Champions League and Europa League finals, which took place in Kyiv and Lyon respectively, the Club Competitions



Committee also concluded the bidding process for the 2019 finals, with Madrid's Estadio Metropolitano being awarded the Champions League final and Baku's Olympic Stadium earning the right to host the Europa League final.

There were also updates on the bidding process for the 2020 club competition finals, as well as the launch of a new working group looking at the format of the 2021–24 cycle, with a particular focus on the Europa League. The Club Competitions Committee was given regular updates on the progress of that working group in the course of the year.

Another major success in the 2017/18 season was the fifth edition of the UEFA Youth League. Continuing the positive trend seen in previous seasons, there was a further increase in the number of players graduating from the Youth League to the Champions League and Europa League.



Indeed, a total of 343 Youth League graduates have now made their mark in European club football's two biggest senior competitions.

The competition's upward trajectory is not solely down to the players either. A record 43 member associations took part in the 2017/18 Youth League, with 64 clubs contesting a total of 167 matches over the course of the season. Meanwhile, the enormous sell-out crowd of 32,150 who watched FC Krasnodar take on Real Madrid CF in the play-offs – a hugely impressive turnout for a youth competition – highlighted the Youth League's growing popularity among fans, which bodes very well for the future.

**UEFA YOUTH LEAGUE**

**343** graduates have competed in the Champions League or the Europa League

### Crowning the season's best players

As well as being the setting for the 2017/18 UEFA Champions League and UEFA Europa League group stage draws, the Grimaldi Forum in Monaco also played host, in August 2017, to the 2016/17 UEFA Men's and Women's Player of the Year awards ceremony.

Real Madrid forward Cristiano Ronaldo picked up the men's award for the central role that he played in the Spanish side's historic second successive Champions League title, having topped the goalscoring charts with 12 strikes – two of which came during Real Madrid's 4-1 victory over Juventus in the final in Cardiff.

Ronaldo also won the inaugural Best Forward of the 2016/17 Champions League award, being joined by Gianluigi Buffon of Juventus (Best Goalkeeper) and Real Madrid's Sergio Ramos (Best Defender) and Luka Modrić (Best Midfielder).

The 2016/17 Women's Player of the Year award went to Lieke Martens in recognition of her show-stopping performances for the Netherlands during the host nation's triumphant UEFA Women's EURO 2017 campaign, while Manchester United FC's Paul Pogba picked up the 2016/17 Europa League Player of the Season award. Finally, the UEFA president, Aleksander Čeferin, was on hand to present the 2017 UEFA President's Award, which went to Italy and AS Roma star Francesco Totti in recognition of his exceptional career and services to football.



### 2017/18 club competition winners





WOMEN'S COMPETITIONS

# RECORD-BREAKING EURO POINTS TO A BRIGHT FUTURE FOR WOMEN'S FOOTBALL

The 2017/18 season was a year of great progress for women's football in Europe, both on and off the pitch, from a historic UEFA Women's EURO 2017 in the Netherlands to a series of groundbreaking projects, events and initiatives across the continent.

"We need to change attitudes about women's football and give women of all ages more encouragement and opportunities to play. The women's game has so much potential."

Those were the words of the UEFA president, Aleksander Čeferin, at the launch of the Together #WePlayStrong initiative prior to 2017's season-ending UEFA Women's Champions League final in Cardiff.

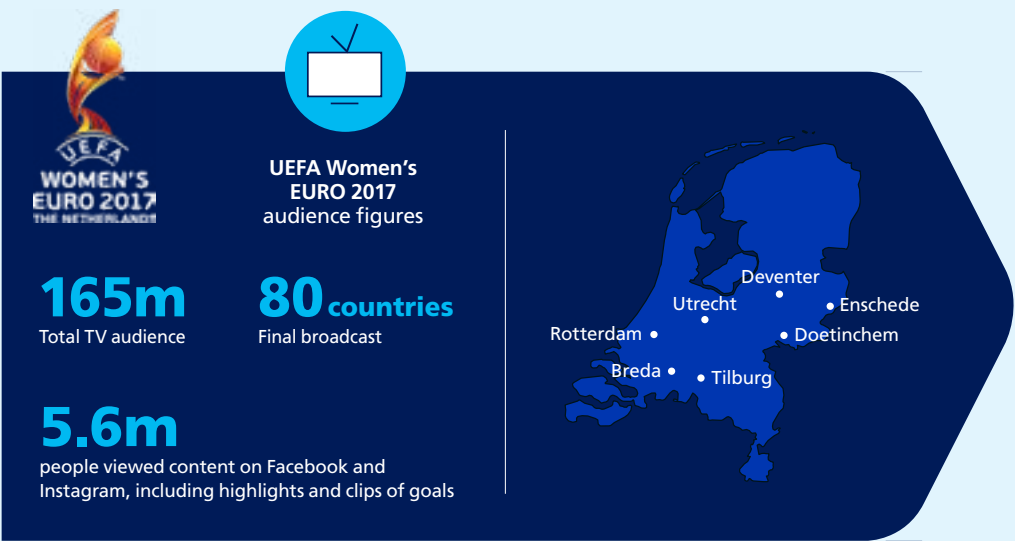
If the organisation and delivery of UEFA's elite competitions in the 2017/18 season are anything to go by, the signs are certainly promising. Indeed, the women's game made great strides in 2017/18, particularly at UEFA Women's EURO 2017, where hosts the Netherlands put on a record-breaking show to secure their first major international title on home soil, capturing the imagination of football fans across the continent in the process.

Held across seven cities in July and August 2017, that tournament was a seminal moment for European women's football – the first time in the competition's history that 16 teams had contested the final round. What is more, five of those teams were making their tournament debuts, highlighting the growing competitiveness of the women's game. Meanwhile, the fans turned out in droves, with an aggregate total of 240,055 spectators, exceeding the previous record set at Women's EURO 2013 in Sweden. ▶

## Shaping the future

In addition to the important work carried out by the Women's Football Committee, a number of other meetings and events over the course of the year also sought to contribute to the discussion as regards how best to promote the growth of the women's game. For example, the UEFA women's football round table in Kyiv after the 2018 UEFA Women's Champions League final involved former and current female players, coaches and referees reflecting on the present and future of women's football. Those participants suggested a variety of areas where

UEFA could make improvements, covering a wide range of issues, including competition matters, promotional activities and coach education. In a similar vein, the internal women's football strategy workshop, held in Nyon in February 2018, invited staff from across UEFA to help shape the future of European women's football. Participants worked together with a view to understanding the current situation, providing creative ideas and suggesting areas for UEFA to focus on, in order to ensure that women's football continues to develop.





“It really gives you a massive boost,” explained Vivianne Miedema, scorer of two goals in the Netherlands’ 4-2 win over Denmark in the final. “They helped throughout the tournament. You can feel it. Everywhere you look, you see orange, and they cheer whenever we’ve got the ball.”

It was not just in the stands that the fans were making their interest known. A cumulative live audience of 165m viewers across 154 territories worldwide served as proof of the ever-increasing appeal of women’s football.

Moreover, while there were some concerns ahead of the tournament that the expanded format would lead to a decline in competitiveness, an assessment by UEFA’s Women’s Football Committee showed that this could not have been further from the truth. Indeed, a technical review of the tournament indicated that

the smaller nations were actually closing the gap, so Women’s EURO 2021 looks set to be more competitive than ever.

With that in mind, the committee agreed to recommend changing the format of the qualifying phase for the next edition of the competition, so that all teams take part in the group stage, instead of having a preliminary qualifying round for certain teams involving mini-tournaments.

Meanwhile, in the club game, Olympique Lyonnais made history in 2017/18 by becoming the first side to win the Women’s Champions League three years in a row, overcoming VfL Wolfsburg 4-1 after extra time in the final in Kyiv. The French side have now won five titles in total – another record.

Recognising the extent to which women’s football’s most prestigious club competition has grown over the years, the Women’s



Women’s game keeps on growing

In 2017/18 – a year that saw the biggest ever UEFA Women’s EURO in the Netherlands – a new UEFA report revealed strong growth in the popularity of women’s football in Europe. That report, entitled ‘Women’s football across the national associations 2017’ and based on data provided by all 55 UEFA member associations in a yearly women’s football survey, found that the number of registered female players had risen by 7.5% in 2017 relative to 2016. The number of qualified coaches and match officials also rose, while the number of women’s youth teams was 14,000 higher than the equivalent figure for 2013. “This report is excellent proof of the progress we are making, and this data justifies all the efforts that are being made to communicate the greatness of women’s football across our national associations and around the world,” said Nadine Kessler, head of women’s football at UEFA.

GROWTH OF THE WOMEN’S GAME

Six countries with more than 100,000 female players

-  England
-  The Netherlands
-  France
-  Norway
-  Germany
-  Sweden

Number of registered female players



Number of qualified female coaches



Number of qualified female match officials



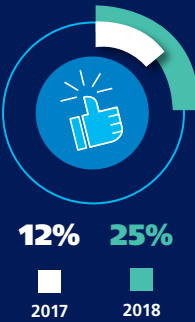
Together #WePlayStrong campaign enjoys successful debut year

Launched in June 2017, the Together #WePlayStrong campaign champions the benefits of women and girls taking up football – particularly teenage girls, who suffer from high drop-out rates owing to self-esteem issues and societal pressure. This initiative performed impressively in its first year, engaging with girls through digital and social

media channels, working closely with national associations and boosting investment in the women’s game. The campaign helped to boost UEFA’s social audience for women’s football competitions, which rose to 5.2m in the course of that year. It also engaged with more than 5m teenage girls, and its videos were viewed more than 15m times, being universally acclaimed by both traditional and social media outlets, as well as by stakeholders. In addition, a series of partnerships and content packages drove further engagement with the campaign. For example, the Press Play vlogs gave girls an insight into the daily lives of four professional players, averaging more than 200,000 views a week on YouTube, while the Rita Ora Girls Tour sponsorship initiative saw the pop star lend her support to the campaign, reaching more than 2m girls.



Percentage of people regarding women’s football as ‘cool’



Football Committee decided in 2017/18 that the finals of the men’s and women’s Champions Leagues could take place in different cities from 2019 onwards. Accordingly, it awarded the 2019 Women’s Champions League final to Budapest, and decided that the 2020 final would take place at Viola Park in Vienna.

“The potential for women’s football is limitless, and it was with this in mind that we decided to separate the two UEFA Champions League events,” said Anne Rei, chairwoman of the Women’s Football Committee. “That will give the women’s game a platform of its own, helping it to continue to grow and become an unmissable event and a television spectacle in its own right.”

Despite the success of the 2017/18 Women’s Champions League, UEFA is determined to find further room for improvement. With this in mind, the Women’s Football Committee recommended in 2017/18 that the women’s football unit conduct a comprehensive review of the competition (which will include an examination of possible changes to the format, the access list and the coefficient calculation

system) with a view to increasing the competitiveness of the Women’s Champions League, and raising the level of interest among the various stakeholders.

The committee also backed the UEFA administration’s plans to look at introducing specific licensing criteria for clubs entering the Women’s Champions League, with the aim of improving the quality of both the competition itself and domestic women’s leagues.

What is more, the committee unanimously approved the proposal to pay bonuses to all clubs involved in the knockout rounds and freeze the amounts paid to the two finalists, in order to safeguard the competitive balance of the competition.

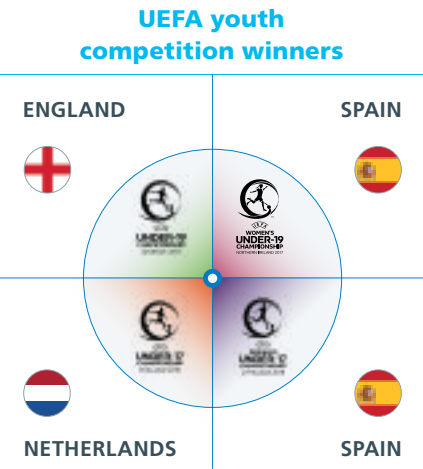
On a related note, the UEFA Coach Development Project for Women, which was launched in 2016 with a view to boosting the number of qualified female coaches involved in the game, also made a significant contribution in 2017/18 by offering scholarships for UEFA A and Pro diploma courses, and supporting UEFA B and C diploma courses.



YOUTH AND AMATEUR COMPETITIONS

# YOUTH FOOTBALL ENTERS UNCHARTED TERRITORY

In the 2017/18 season, UEFA's Under-17 and Under-19 competitions gave several national associations the chance to host a final tournament for the first time, with Spain achieving considerable success on the women's side.

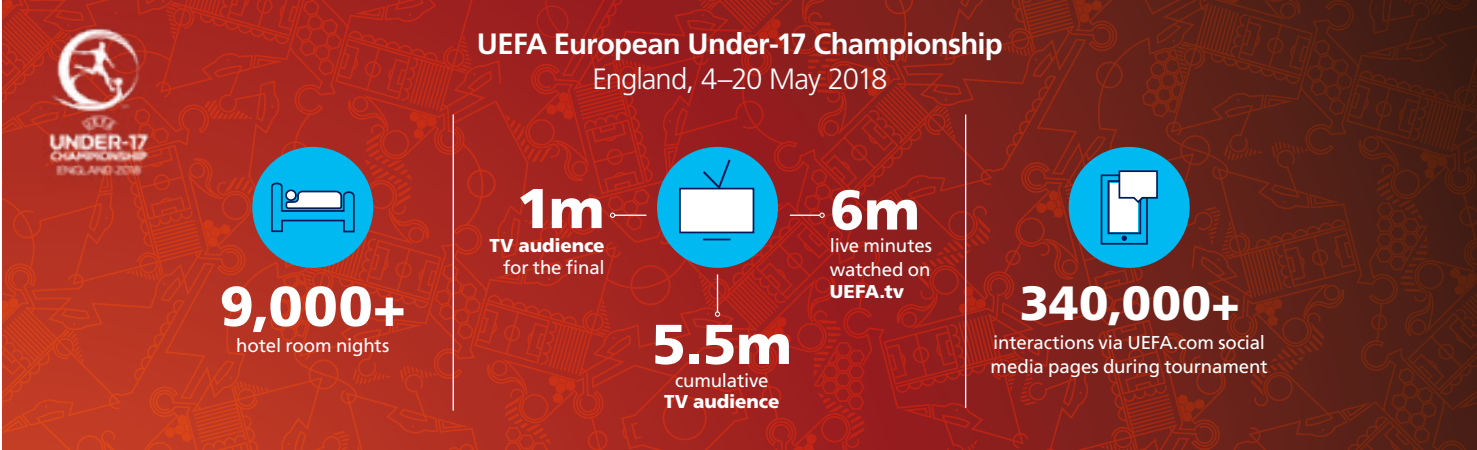


In the 2017/18 season, UEFA's four annual Under-17 and Under-19 tournaments visited the peripheries of the continent, starting with the final tournament of the UEFA European Under-19 Championship, which took place in July 2017 in Georgia. This was, in many ways, a tournament of firsts – the first time that the eastern European country had hosted a UEFA tournament, the first time that Sweden had qualified for the final tournament, and the first time that the new David Petriashvili Stadium in Tbilisi had been used.

The locals certainly took the tournament to their hearts, with an impressive crowd of 25,154 turning out for the hosts' final group game against the Czech Republic. However, it was the English fans who were cheering loudest by the end of the tournament, as England won all five of their games – including a 2-1 victory over Portugal in the final – to lift the trophy for the first time.

The following month, Northern Ireland organised its first UEFA women's tournament, playing host to the final tournament of the UEFA European Women's Under-19 Championship. Spain were crowned champions, beating France 3-2 in the final to end a run of three consecutive defeats in the final of the competition. That final tournament also served as a qualifying competition for the 2018 FIFA U-20 Women's World Cup, with Spain, Germany, the Netherlands and England all joining hosts France in progressing to the World Cup.

The next event on UEFA's youth football calendar – the final tournament of the UEFA European Under-17 Championship – was just a short distance away, across the Irish Sea in England. That tournament, which took place from 4 to 20 May 2018, with matches played at six venues across the Midlands and South Yorkshire, was a huge success – particularly for the



Netherlands, who secured a record-equaling third title by beating Italy 4-1 on penalties in the final (following a 2-2 draw in normal time). A TV audience of 1m tuned in for the final, and a total of 996 youth programme participants assisted with the organisation of the tournament.

While the men's Under-17 teams were fighting it out in England, the final tournament of the UEFA European

Women's Under-17 Championship was taking place in Lithuania. Not only was the Baltic nation staging a UEFA women's tournament for the first time, Lithuania were also the first hosts to benefit from the UEFA legacy programme, with the Lithuanian team's coaching staff receiving two years of mentoring prior to the start of the tournament. Spain ultimately prevailed, securing their fourth title overall, with their 2-0 victory over Germany in the final

avenging defeats against the same opposition in the previous two finals. Meanwhile, with that final tournament doubling up as a qualifying competition for the 2018 FIFA U-17 Women's World Cup in Uruguay, Finland joined the two finalists in securing their place at the tournament – the first time they had ever qualified – after defeating England in a play-off.

Over in UEFA's amateur football competition, the 11th UEFA Regions' Cup kicked off in June 2018, with teams from 39 member associations taking part in the preliminary and intermediate rounds.

Meanwhile, UEFA's Youth and Amateur Football Committee proposed a number of important changes to the 2018/19 competition regulations. For example, it proposed increasing the maximum number of substitutions to five per team in youth competitions, with teams limited to a total of three stoppages in play for substitutions (four if the match goes to extra time). It also proposed increasing the duration of matches at Under-17 level to 90 minutes (up from 80 minutes at present).

**Recognising excellence in youth football**



England was awarded the Maurice Burlaz Trophy in 2017/18 as the best-performing national association in UEFA's men's youth competitions. From 2021, the trophy will be awarded according to a different format, after a series of proposed changes were approved by UEFA's Youth and Amateur Football Committee in 2017/18.

In order to better reflect the achievements of UEFA member associations at youth level and to align the award ceremony with other high-profile UEFA events, the trophy will now be awarded every four years, at the end of each UEFA EURO cycle, rather than every two years.

Moreover, in addition to the existing trophy, a second prize will now also be awarded, being presented to the association that has made the most progress over the course of the EURO cycle. Both winning associations will also receive a one-off financial contribution, to be invested in youth football projects. The committee suggested that these changes be implemented in time for the UEFA Congress in spring 2021 and that a similar concept be introduced for women.





## FUTSAL COMPETITIONS

# FUTSAL'S GRAND AMBITIONS

The success of UEFA Futsal EURO 2018 in Slovenia, coupled with exciting expansion and rebranding plans for various other competitions, points to a bright future for futsal in Europe.



While football continued to grow in popularity in 2017/18, the same could also be said of its indoor cousin. This was largely attributable to the enormous success of UEFA Futsal EURO 2018, which was held in the Slovenian capital, Ljubljana, for the first time.

In a thrilling all-Iberian final, Portugal prevailed over their Spanish neighbours, winning 3-2 after extra time at Arena Stožice. A near-capacity crowd of 10,352 witnessed the Portuguese lifting the trophy for the first time, showing just how much local fans took the tournament to their hearts over the ten days of competition. An aggregate total of 101,934 spectators turned up to watch the 20 matches, at an average of 5,097 per match, making it the

second successive Futsal EURO where total attendance figures had exceeded 100,000.

An effective ticketing strategy played an important part in ensuring that seats were occupied from the first game to the last. That strategy included affordable tickets costing just €5 and €7 in two categories, a decision to allow ticket holders to watch both games on the matchday in question and an offer of promotional tickets for local children.

TV and online viewing figures also made for impressive reading. The cumulative TV audience for the tournament totalled 30.4m, while the Futsal EURO section of UEFA.com welcomed 1.4m visitors over that period – a 14% increase relative to UEFA Futsal EURO 2016.

With that in mind, the UEFA Futsal and Beach Soccer Committee decided to expand the Futsal EURO to 16 teams from 2022, and to stage it every four years (aligned with the FIFA Futsal World Cup). This represents the logical next step in the sport's growth in Europe.

The committee also proposed a number of improvements to the European qualifying competition for the 2020 FIFA Futsal World Cup, as well as examining the format of the qualifying competition for Futsal EURO 2020, in order to identify better solutions to the various issues that arise from such a lengthy qualification process (including additional mini-tournament stages, and potentially a home-and-away format or a league system). Final decisions on those matters are due to be taken during the 2018/19 season.

Online and TV viewing figures for Futsal EURO 2018



## 1.3m

views on UEFA.tv in the course of the tournament

## 30.4m

Cumulative TV audience for the entire tournament



## 1.4m

visits to UEFA.com's Futsal EURO section – up 14% on Futsal EURO 2016

## 10m

video views across UEFA's social media channels

### New futsal competitions



The rebranding of the UEFA Futsal Cup as the UEFA Futsal Champions League from 2018/19 was just one of several exciting changes to UEFA's futsal strategy in 2017/18. Following

the UEFA Executive Committee's announcement in April 2017 that it would be creating a brand-new UEFA European Women's Futsal Championship – a decision that will give a major boost to the women's game – no fewer than 23 nations expressed a desire to participate in the first edition in 2018/19, with a final tournament set to take place in February 2019.

UEFA's plans for futsal do not end there, either. In a clear sign of its commitment to nurturing the youth game, the Executive Committee also

announced at its April 2017 meeting that an inaugural UEFA European Under-19 Futsal Championship would take place in the 2018/19 season. Again, an impressive 35 nations expressed a desire to participate in that first competition.

Finally, UEFA was also involved in the organisation of the first European qualifying competition for the futsal element of the 2018 Youth Olympic Games in Buenos Aires, which was contested by the 16 top-ranked Under-17 boys' teams and the eight top-ranked Under-17 girls' teams (on the basis of coefficient rankings).

With futsal now being played domestically in 53 of the 55 UEFA member associations, and the sport's elite clubs enjoying full professional status, with budgets totalling €6m in some instances, it is only a matter of time before further competitions are added to UEFA's burgeoning futsal schedule.





THE GAME AND ITS LAWS

# AN ERA OF CHANGE

**The decision to restructure the organisation of refereeing at UEFA has resulted in greater clarity and consistency in all areas.**

Change is afoot in the area of refereeing, with UEFA's refereeing services unit taking full operational control of the Centre of Refereeing Excellence (CORE), freeing senior course leaders from responsibility for the overall administration and management of courses. This means that course leaders are now responsible only for the delivery of courses on the ground.

In addition, over the course of two meetings in November 2017 and February 2018, UEFA's refereeing officers also resolved to restructure the administration of CORE courses. Consequently, a different senior course leader now oversees each course, instead of a single individual taking charge of all four courses in a given year.

This, combined with the work of the refereeing officers and the Referees Committee's decision to align CORE's educational materials with those used for all of UEFA's other refereeing courses, will enable UEFA to adopt a more uniform approach to the delivery of training to referees.

Steps have also been taken to modernise the administration of match appointments, with a more efficient automated system being put in place.

In the 2017/18 season, UEFA's annual summer and winter refereeing courses – held in Nyon and Malta respectively – again put Europe's top officials through their paces. Meanwhile, a workshop in November 2017 in host country Slovenia ahead of UEFA Futsal EURO 2018 helped to prepare the 30 futsal referees involved in the tournament, with a focus on fitness assessments and practical and theoretical training.

It was also a busy year for women's refereeing officer Dagmar Damková, who worked closely with staff and fellow refereeing officers on appointments and courses. This work also included the supervision of final preparations of 34 female referees, assistant referees and fourth officials to oversee matches at UEFA Women's EURO 2017 in the Netherlands, as well as, among others, the organisation of a workshop for 21 young female referees in preparation for possible participation at UEFA Women's EURO 2021.

New season, new laws

On the field of play, a number of changes to the Laws of the Game were ratified by the International Football Association Board (IFAB) as regards substitutions. Consequently, the UEFA Executive Committee decided that, from the 2018/19 season, an additional fourth substitute would be permitted during extra time in the UEFA Champions League, the UEFA Europa League, the UEFA Super Cup, the UEFA Women's Champions League, the UEFA European Football Championship, the UEFA European Women's Championship, the UEFA Nations League, and the UEFA Regions' Cup.

In addition, the Executive Committee also increased the maximum number of substitutions per team to five in UEFA's youth competitions (i.e. the UEFA Youth League, the UEFA European Under-17 Championship, the UEFA European Under-19 Championship, the UEFA European Women's Under-17 Championship and the UEFA European Women's Under-19 Championship), with each team allowed a maximum of three stoppages in play to make changes in normal time. If a match goes to extra time, each team is allowed a maximum of four stoppages in play, provided that at least one of those stoppages occurs in extra time.

FOOTBALL OPERATIONS

# MAINTAINING HIGH STANDARDS

**UEFA's delegates and venue directors have central roles in delivering the game. To facilitate the continuous development of their knowledge and skills in the area of match operations, a number of workshops and seminars were organised in 2017/18.**

With more than 2,000 matches taking place under UEFA's jurisdiction every season, the work carried out by UEFA delegates is vital to the orderly running of fixtures in UEFA's various club and national team competitions. Delegates are experienced individuals nominated by the national associations. Their role is to supervise the organisation of matches, ensuring compliance with the various regulations, with a particular focus on safety and security matters. Their reports form the basis for any subsequent disciplinary proceedings. Seminars were organised across Europe in 2017/18 (with events taking place in Helsinki, Munich,

Tel Aviv, Chisinau, Ljubljana, Tallinn and Belfast) with a view to maintaining the high standards that have come to be expected of delegates. The 236 attendees were given updates on competition matters and regulations, as well as training on how to manage challenging situations. A more detailed support and mentoring programme was also unveiled.

The venue directors work closely with clubs, assisting with the implementation of the UEFA Champions League and UEFA Europa League. To mark the start of the 2017/18 club competition season, a special workshop was organised in Geneva,



at which 100 UEFA venue directors joined other venue team members in order to share knowledge, develop skills and receive updates on changes to regulations. In addition, UEFA announced the publication of pitch management guidelines and the monitoring of all UEFA club and national team competition games, with the aim of improving pitch management at all levels of the game.

Football relations – ambassador programme

UEFA's ambassador programme seeks to strengthen relationships with former stars of the game, providing a platform for players and coaches that want to give something back to the sport and stay involved after their careers have come to an end. Those ambassadorial activities can broadly be divided into the following three categories: promotional activities (trophy tours, UEFA Champions Festival and social media), football development (grassroots events, coaching programmes and youth education) and charitable activities (UEFA Foundation for Children events, Match for Solidarity and corporate messaging).



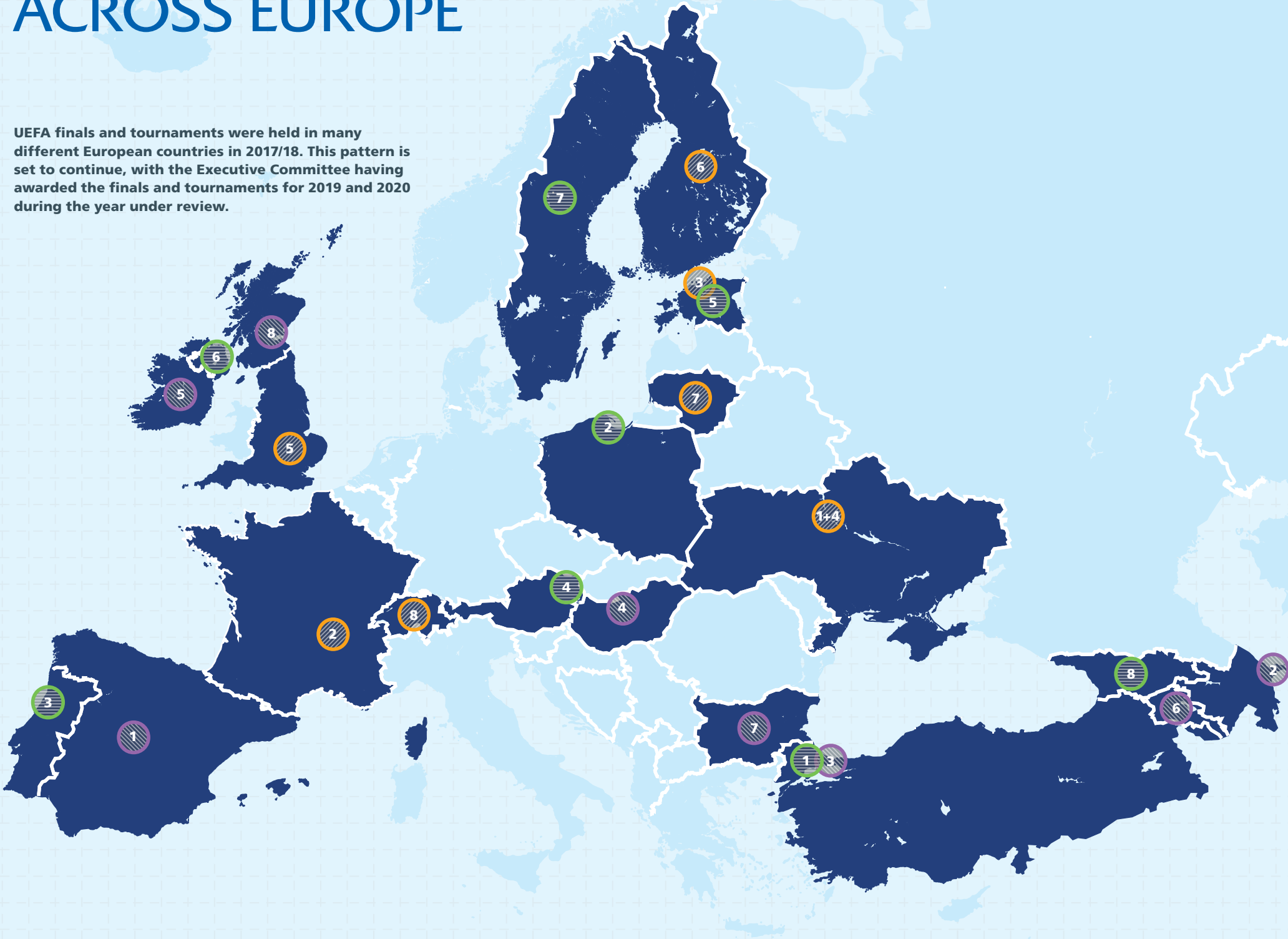
The establishment of a network of ambassadors allows UEFA to use those football assets to spread its messages, promote its activities and develop a bond with football fans around the world. In addition to those various ambassadorial activities in the course of the season, an inaugural ambassador round table was held in Nyon in August 2017. The event was attended by a number of prominent former players, among them Xabi Alonso, Peter Schmeichel, Javier Zanetti, Leonardo, Clarence Seedorf and Deco.

At its meeting in February 2018, UEFA's Football Committee was updated on both national team and club competitions, particularly as regards UEFA Champions League and UEFA Europa League rule changes for the 2018–21 cycle. The Football Committee was also given a presentation on video assistant referees (VARs). The committee acknowledged the potential advantages of VARs, provided that proper guidelines and protocols were in place, before discussing the issue of playing time and the recent rule change allowing an additional fourth substitution in extra time in certain competitions.



# CELEBRATING FOOTBALL ACROSS EUROPE

UEFA finals and tournaments were held in many different European countries in 2017/18. This pattern is set to continue, with the Executive Committee having awarded the finals and tournaments for 2019 and 2020 during the year under review.



## Finals and tournaments

### 2018 2019 2020

1 UEFA Champions League final  
Kyiv, Ukraine

1 UEFA Champions League final  
Madrid, Spain

1 UEFA Champions League final  
Istanbul, Turkey

2 UEFA Europa League final  
Lyon, France

2 UEFA Europa League final  
Baku, Azerbaijan

2 UEFA Europa League final  
Gdańsk, Poland

3 UEFA Super Cup  
Tallinn, Estonia

3 UEFA Super Cup  
Istanbul, Turkey

3 UEFA Super Cup  
Porto, Portugal

4 UEFA Women's Champions League final  
Kyiv, Ukraine

4 UEFA Women's Champions League final  
Budapest, Hungary

4 UEFA Women's Champions League final  
Vienna, Austria

5 European Under-17 Championship  
England

5 European Under-17 Championship  
Republic of Ireland

5 European Under-17 Championship  
Estonia

6 European Under-19 Championship\*  
Finland

6 European Under-19 Championship  
Armenia

6 European Under-19 Championship  
Northern Ireland

7 European Women's Under-17 Championship  
Lithuania

7 European Women's Under-17 Championship  
Bulgaria

7 European Women's Under-17 Championship  
Sweden

8 European Women's Under-19 Championship\*\*  
Switzerland

8 European Women's Under-19 Championship  
Scotland

8 European Women's Under-19 Championship  
Georgia

\*2017 final tournament held in Georgia in July, within the reporting period.  
\*\*2017 final tournament held in Northern Ireland in August, within the reporting period.



# DEVELOPING THE GAME

38 National associations  
governance

40 Solidarity

46 Education

48 Technical development

50 Grassroots







## NATIONAL ASSOCIATIONS GOVERNANCE

# GOOD GOVERNANCE TOP OF THE AGENDA

UEFA affirmed its commitment to good governance within its member associations by approving ten key principles, and Europe's top-division clubs enjoyed increased solidarity payments to support youth development.

Recognising the importance of improving good governance within its member associations, the UEFA National Associations Committee, meeting in September 2017, appointed a dedicated working group to draw up a set of recommended good governance principles and managerial rules. The working group's ten good governance principles were unanimously approved by the committee in May 2018, and subsequently endorsed by the UEFA Governance and Compliance Committee. These principles cover a number of important areas that fall under the remit of national associations, and will require final approval from the UEFA Executive Committee before they can be fully adopted at national level.

The committee agreed that the good governance principles should be included in the governance pillar of UEFA GROW's Football Federations of the Future concept. Furthermore, to make its work more effective, the committee proposed changes

to the UEFA Organisational Regulations, which were approved by the UEFA Executive Committee in December 2017.

The committee also called on UEFA to collaborate with the European Club Association (ECA) and other institutions to organise regional workshops from the 2019/20 season, with the purpose of helping national associations and club representatives improve standards of good governance at national level.

Finally, the committee discussed governance-related matters concerning a number of UEFA member associations (Albania, Belgium, Bulgaria, Croatia, Czech Republic, England, Finland, Gibraltar, Greece, Israel, Poland, Portugal, San Marino, Slovakia, Spain and Turkey).

There was good news for youth development in European top-division clubs too, as a total of €124.37m was announced in increased solidarity payments, using

revenue accrued in UEFA's club competitions in the 2016/17 season.

There were two key requirements for clubs hoping to receive solidarity payments: that they use the funds for youth development programmes and local community schemes, and that they did not take part in the group stages of the UEFA Champions League or the UEFA Europa League in 2016/17.

Elsewhere, a restructured UEFA Executive Committee portfolio holders programme was launched to strengthen collaboration between the UEFA Executive Committee and member associations. Finally, Europe's smaller national associations also received essential support in the form of fully personalised kits for senior and Under-21 teams from UEFA's kit assistance scheme. Launched in 2007, the scheme operates in two-year cycles, and will run until 2022 with the approval of the UEFA Executive Committee.

## Top Executive Programme

Leading representatives from UEFA's member associations met twice in autumn 2017 to discuss strategic matters via the Top Executive Programme (TEP). The TEP strategy meeting in September 2017 in Geneva centred on competitive balance in European club football while, two months later in Frankfurt, TEP members discussed a Global Nations League concept in the wake of concrete interest from other confederations to globalise the format of the UEFA Nations League.



### €124.37m

from 2016/17 UEFA Champions League and UEFA Europa League revenue – compared with €120.83m in 2015/16

### 17

associations and/or leagues with participants in the 2016/17 UEFA Champions League group stage

### 80%

distributed to clubs of national associations and/or leagues with at least one club participating in the UEFA Champions League group stage (€99.49m, up from €96.66m in 2015/16)

### 37

associations and/or leagues without participants in the 2016/17 UEFA Champions League group stage

### 20%

distributed to national associations and/or leagues with no clubs taking part in the UEFA Champions League group stage (€24.87m, up from €24.17m in 2015/16)

## Good governance principles for UEFA member associations

- 1. Clear strategy:** National associations should not only run day-to-day business, but also have a clear business strategy.
- 2. Statutes:** National associations are encouraged to revise and modernise their statutes.
- 3. Stakeholder involvement:** Stakeholders and other interest groups are important partners for the overall development of football at national level.
- 4. Promotion of ethical values, integrity and good governance:** Ethical values and good governance should be incorporated as objectives in the statutes.
- 5. Professionalism of committee structures:** National associations should ensure that their statutes and regulations contain clear definitions regarding the work, responsibilities and composition of their committees.
- 6. Administration:** It is recommended to protect the administration of each national association from undue political influence on operational matters and daily decisions, and to have an open, clear and transparent hiring process.
- 7. Accountability:** To enhance accountability, it is recommended to establish a clear process regarding signatory rights in national associations.
- 8. Transparency in financial matters and corporate documents:** A national association that is transparent will have a better image and will protect itself more effectively from any accusation of mismanagement or undue influence.
- 9. Compliance:** National associations are always expected to have a system and resources that check that they comply with their own statutes and regulations, as well as all general civil and criminal laws to which they are subject.
- 10. Volunteer programmes:** It is recommended to run volunteer programmes that will increase the number of people active in all different aspects of the game, especially young people.





SOLIDARITY

# SECURING A BRIGHT FUTURE FOR FOOTBALL

With continued investment in the growth of the game – both in Europe and beyond – being one of UEFA’s most important goals, the success of its HatTrick, GROW and Assist programmes in 2017/18 proves that football’s future is in safe hands.

“Solidarity is a value that must be engrained in UEFA’s DNA. UEFA is not here to accumulate wealth while you struggle to develop football in the furthest reaches of your territories.”

The words of Aleksander Čeferin to UEFA’s member associations during his address to the 41st Ordinary UEFA Congress in April 2017 – his first as UEFA president – capture the ethos of the HatTrick programme, which increased the scope of its support further than ever before during the 2017/18 season.

Launched in 2004, the UEFA HatTrick programme runs on proceeds from the UEFA European Football Championship and in tandem with it, operating in four-year cycles. The aim is to develop football through investment, education and knowledge sharing, and it has so far pumped €1.8bn into various projects in all 55 member associations, making it one of the largest sports development programmes in the world.

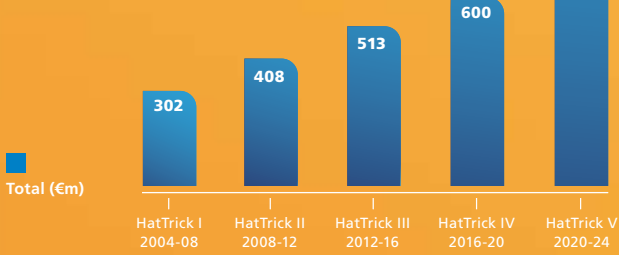
This figure is set to rise to €2.6bn by 2024, following the UEFA HatTrick Committee’s recommendation for approval of the fifth-cycle payments (2020–24) at its committee meeting in April 2018.

A total of €4.5m will go to each national association during the HatTrick V cycle, while there will be a further incentive payment of up to €2.4m per year for each association over the same period. The committee also agreed to approve advance payments if either or both of the following conditions are met: ►

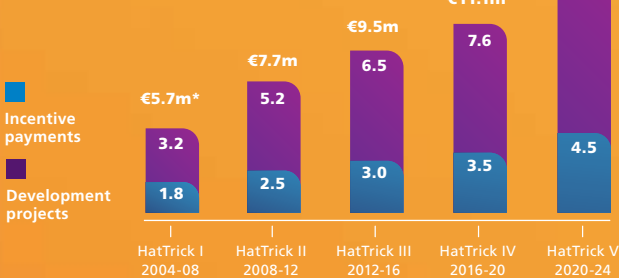
“Solidarity is a value that must be engrained in UEFA’s DNA. UEFA is not here to accumulate wealth while you struggle to develop football in the furthest reaches of your territories.”

Aleksander Čeferin  
UEFA President

Evolution HatTrick I, II, III, IV and V (total)



Evolution HatTrick I, II, III, IV and V (per member association)



\*Mini-pitch programme (UEFA’s golden jubilee celebration) included




a) The HatTrick Committee considers the project of crucial importance for the development of football in the country and/or the national association; b) The project is substantially co-funded by at least one other party, and not solely with HatTrick funding, i.e. the national or local government. The UEFA Executive Committee granted final approval of these proposals at its May 2018 meeting in Kyiv.

In a series of other meetings between July 2017 and June 2018, the HatTrick Committee reviewed and approved 60 HatTrick ventures, not to mention a further 15 projects under the UEFA Nations League stadium support programme. Launched by UEFA during the 2017/18 season, this programme helps national associations comply with the minimum mandatory requirements for the UEFA Nations League by assisting with major stadium renovations. The committee also announced procedural changes, with one committee meeting per season taking place abroad at the headquarters or training centres of national associations that have received HatTrick support. This will allow committee members a first-hand opportunity to witness the positive impact of HatTrick funding on UEFA's member associations.


"The UEFA HatTrick programme is an outstanding initiative that continues to provide great support to all UEFA member associations in their efforts to develop their respective operations and projects," said Karl-Erik Nilsson, chairman of the HatTrick Committee. "The impact of this programme all across the continent is significant, and it ultimately means that European football as a whole is stronger."

Apart from the vital work carried out by the HatTrick Committee, UEFA launched HatPro, a platform that helps member associations manage their involvement in a number of HatTrick subprogrammes, including development projects and UEFA's football and social responsibility, elite youth player development and women's football development programmes. Another notable launch came in the form of a HatTrick promotional video, which it is hoped will boost awareness and coverage of the HatTrick programme. ▶


### HatTrick programme success stories




HatTrick backing has contributed to the recent construction and opening of new national centres and association headquarters in **Bosnia and Herzegovina, Bulgaria, Portugal and Slovenia**




More than **3,000** mini-pitches have been installed across Europe – strengthening grassroots football and youth development – through partnerships established between HatTrick, national associations, municipalities and local authorities



Funding for a girls' academy to nurture teenage players in **Austria** has delivered promising results, with the country's national women's squad – featuring a number of academy graduates – qualifying for their first **Women's EURO finals in 2017** and reaching the semi-finals



Artificial pitches and indoor facilities built in **Finland** ensure that football can be played all year round



HatTrick helped to provide **Tallinn** with the impressive **Lilleküla football complex**, which successfully hosted the 2018 **UEFA Super Cup**

The Lilleküla stadium, the venue for the 2018 UEFA Super Cup in Tallinn, Estonia.





UEFA Assist: looking beyond Europe

Created to share knowledge and best practices with other continental football confederations and to support their development, the UEFA Assist programme invested €7.4m in sustainable growth projects across the world in 2017/18.

Under the tagline ‘Supporting your success’, this collaboration will help strengthen the game within these confederations by addressing the individual needs of national associations. The first UEFA Assist project supported the South American confederation, CONMEBOL, in its organisation and planning of an Under-15 development tournament in November 2017, in which the ten South American national teams and two European teams – Croatia and the Czech Republic – competed over the course of two weeks in the Argentinian cities of Mendoza and San Juan.

In Africa, UEFA Assist supported the African confederation, CAF, in organising the six zonal qualifying tournaments for the 2019 FIFA U-17 World Cup in Peru. In addition, two European girls’ teams competed in a 30-team regional Under-15

tournament in Miami, staged by the North and Central American and Caribbean confederation, CONCACAF.

Over 100 national associations have taken part in educational programmes and workshops spanning the topics of governance, football development, marketing, commercialisation and strategic planning.

More than 20 non-European national associations successfully won UEFA Assist funding for infrastructure projects, including for the purchase of mini vans and the installation of floodlights, while many national associations participated in educational and development workshops. A new general secretary academy project was also set to be launched in October 2018.

Elsewhere, in a show of solidarity with the global football family, nine UEFA member associations jointly invested almost €440,000 to help the Caribbean national associations worst affected by Storm Irma, which went towards rebuilding infrastructure.

As the newest member of the UEFA family, the Football Federation of Kosovo (FFK) received help to improve its internal organisation and its footballing activities. It is not just through its HatTrick programme that UEFA is promoting the development of the game. Since it was launched in 2015, the UEFA GROW programme has been using fact-based research, market intelligence and industry experts to systematically and strategically plan the growth of European football, working closely with Europe’s national associations.

UEFA GROW swelled its ranks to more than 40 national associations in 2017/18 following the admission of Scotland, San Marino, Iceland, Serbia, the Netherlands, Israel, Armenia, Greece, Spain and Latvia. Within those associations that were already part of the programme, there was a 16% increase in football participation – the equivalent of almost 400,000 newly registered players (based on data compiled during the 2015/16 and 2016/17 seasons). Numerous national associations received tailored support in the areas of strategic

“UEFA GROW offers tailor-made consultation services to our member associations in the areas that are most relevant for football organisations, from building a better image of football, to increasing revenue opportunities and getting more people to play our beautiful game.”

**Zoran Laković**  
UEFA National Associations Director

planning, insights, IT, public affairs, strategic communications and brand development.

A new long-term UEFA GROW strategy was also introduced, entitled Football Federations of the Future, which sets UEFA’s member associations the target of developing in 14 key areas by 2024. This was done after extensive consultation



with the associations, UEFA staff and more than 70 industry experts.

Finally, the Swedish and Romanian associations adopted the UEFA GROW social return on investment (SROI) model, while a further eight associations opted to follow suit, with a particular focus on increased public funding and improving regional development.



UEFA GROW  
key events  
and meetings

**19 July 2017**  
UEFA GROW review meeting  
with all experts and mentors  
in Rotterdam

**18 September 2017**  
UEFA GROW development  
day with 8 national association  
general secretaries/presidents  
in Geneva

**29–30 November 2017**  
UEFA GROW community  
workshop in Warsaw, attended  
by all 55 member associations

**March–June 2018**  
13 working group meetings  
to develop Football Federations  
of the Future



EDUCATION

# EDUCATING THE INDUSTRY LEADERS OF TOMORROW

UEFA's educational programmes continued to provide participants with the management skills needed to succeed in all areas of the game.



In November 2017, UEFA celebrated the successful conclusion of the first edition of its Executive Master for International Players (MIP), with 24 graduates receiving their diplomas in a special ceremony at UEFA headquarters in Nyon. The MIP equips former international footballers and futsal players with vital professional skills that will ease their transition into non-playing careers within football organisations. Judging by the results of the inaugural programme, this is already proving to be a highly valuable qualification, with 17 of the first cohort of graduates having been appointed to a new role in a football organisation during or after their studies. The second edition of the programme started in November 2017, with 26 participants from 20 different countries.

### Executive Master for International Players (MIP) – first edition



### National associations that have hosted UEFA CFM courses (as on 30 June 2018)



A graduation ceremony in April 2018 brought the curtain down on the fourth edition of UEFA's Executive Master in Sport Governance (MESGO), a prestigious programme aimed at sports industry leaders that focuses on strategic thinking in the area of sports governance. Two important developments in 2017/18 will help to make that programme more accessible in the future. First, a new agreement between MESGO and the Council of Europe, under the auspices of the Enlarged Partial Agreement on Sport (EPAS), will allow government sports officials to take part in the programme, honing their professional skills alongside representatives of sports bodies. And second, the establishment of the Lennart Johansson Scholarships for Football Leaders, in association with the Lennart Johansson Foundation, will give more talented individuals working in football the opportunity to participate in the MESGO programme.

The UEFA Certificate in Football Management (CFM) has long since cemented its reputation as an essential

qualification for people wishing to gain a comprehensive understanding of the game, with more than 700 people having now successfully completed such courses. A further eight CFM courses were completed in 2017/18 (in Hungary, Denmark, France, Turkey, England, Romania, Israel and FYR Macedonia), hosted by the respective national associations, and an additional five courses were launched during that period (in Finland, Poland, Latvia, Wales, and Bosnia and Herzegovina). Those courses are open to staff of the host associations and their respective stakeholders.



**"I decided to join this programme because I knew it would enable me to prepare for my future career. Before, I was always afraid that people saw me only as an elite player. The UEFA MIP has helped me to become more confident, to increase my professional knowledge and to gain more credibility as a future manager."**

**Éric Abidal**  
Executive Master for International Players graduate





## TECHNICAL DEVELOPMENT

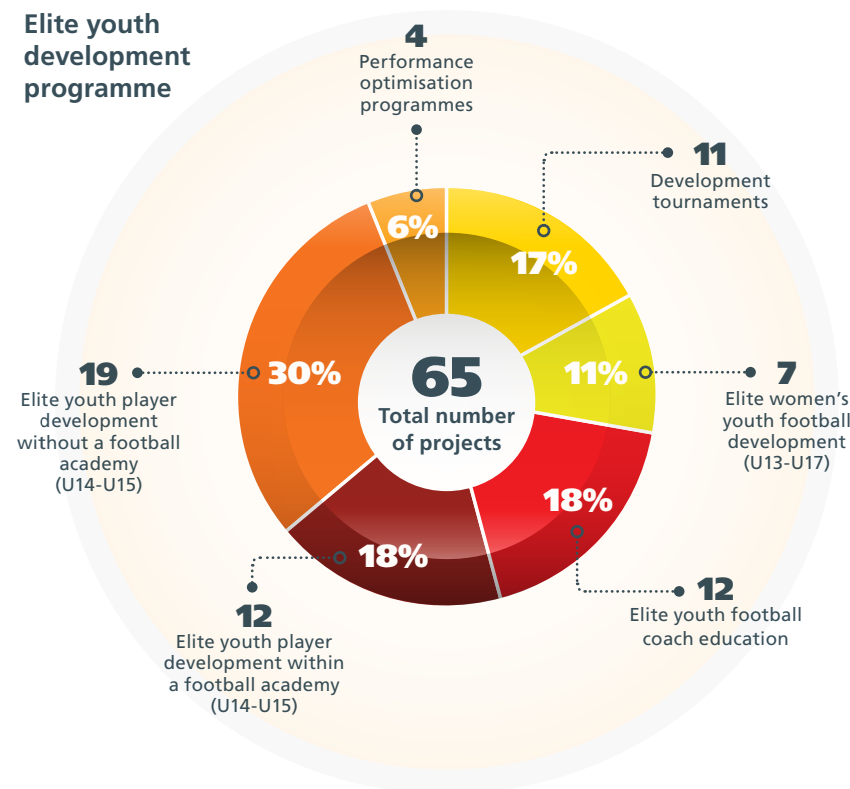
## IMPROVING ELITE YOUTH FOOTBALL

There were strong signs of elite youth football development in UEFA's member associations during the 2017/18 season, with at least one technical visit to every association to offer practical help, expertise and knowledge sharing. Two or three visits, as necessary, were available to associations needing particular assistance.

The four pilot academies in Armenia, Belarus, FYR Macedonia and Georgia, which each received five visits throughout the course of the year, recorded promising results regarding their Under-14/15 development. A workshop held during the European Under-17 Championship final tournament in England in May 2018 sought to further support these academies' growth.

By producing better players, UEFA is investing in the future of European football. The programme's policy is to establish the right mix of values, school and sport.

## Elite youth development programme



## Better methods, better coaches

Updates to the Coaching Convention reflect UEFA's desire to remain a trailblazer in coach education.

During its October 2017 meeting, UEFA's Development and Technical Assistance Committee approved a series of amendments to the UEFA Coaching Convention. New or updated topics include reality-based training; further education; the development of coach educators; UEFA Pro diploma courses (number of participants and frequency of courses); mandatory one-year coaching experience; licence renewal options for coaches with multiple licences; recognition of non-UEFA coaching qualifications; recognition of national futsal qualifications; and UEFA Grassroots C diploma courses. A number of meetings and events, similarly concerning the delivery of football education services, were

held throughout the season, while the UEFA Women's EURO 2017 technical report was also published. Further work carried out by the committee at its October 2017 gathering included the approval of coaching courses in a number of national associations (see below). Finally, a three-year memorandum of understanding between UEFA and the Alliance of European Football Coaches' Associations (AEFCA) was approved and submitted to the UEFA Executive Committee for final approval.



## Approval of coaching courses

In October 2017, the Development and Technical Assistance Committee approved the creation of coaching courses in the following national associations:

- Georgia and Malta at Pro level
- Cyprus and Israel at Elite Youth A level
- Seven associations at Futsal B level: Belarus, Croatia, Czech Republic, France, Hungary, Netherlands and Ukraine
- Eight associations at Goalkeeper A level: Austria, Croatia, England, Hungary, Iceland, Latvia, Republic of Ireland and Ukraine

## Football education services: key events and meetings

- **UEFA Elite Coaches Forum, Nyon, 30 August 2017**  
Thirteen of Europe's top coaches attended the forum, chaired by UEFA coaching ambassador Sir Alex Ferguson, to discuss technical, competition and refereeing matters.
- **UEFA Coach Education Conference, Belfast, 17–20 October 2017**  
Participants included technical directors and coach education directors from all 55 UEFA member associations, along with delegates from FIFA and all FIFA confederations.
- **UEFA Women's EURO National Team Coaches Conference, Amsterdam, 6 November 2017**  
Participants included women's national team coaches and technical directors from all 55 UEFA member associations, along with delegates from FIFA and all FIFA confederations.
- **UEFA Jira Panel meeting, Nyon, 15 May 2018**
- **UEFA Pro Licence Student Exchange**  
Four courses hosted at UEFA headquarters in Nyon were attended by Pro licence students and key coach educators from 14 UEFA member associations.

- **UEFA Study Group Scheme**  
A total of 52 seminars were organised over the last two seasons: 22 on coach education, 12 on women's football and 18 on grassroots football.

**165,773**

UEFA endorsed coaching licences as on 1 January 2018



## GRASSROOTS

# GRASSROOTS GETS BIGGER AND BETTER

From the expansion of the Grassroots Charter to its 55th and newest member, and to the promising results achieved in its Football in Schools pilot project, UEFA is working harder than ever to ensure football is a game that can be enjoyed by all.

Since the first UEFA Grassroots Conference was held in 1997, UEFA has been committed to supporting the game at non-professional and non-elite level for all ages and abilities – from children and amateurs to disabled players and veterans. As one of its 11 core values, UEFA places great importance on the development of grassroots football, which made the 2017/18 season a significant one for the organisation: three years after Gibraltar became the 54th member association to join, the UEFA Grassroots Charter underwent further expansion with the admission of Kosovo as its 55th member.

The charter acts as a tool to highlight the strengths and weaknesses of national

associations in relation to their grassroots initiative, covering areas such as participation, grassroots coaching and football social responsibility. The objective is to encourage associations to improve their provision of grassroots football, with the promise of incentives: at the end of each year, associations are asked to complete a questionnaire, after which their charter status is re-evaluated and updated the following March. In 2017/18 this questionnaire developed into a cross-divisional collection tool for grassroots football and participation called the GRASS Football Survey. Members are then eligible for a share of the €8.25m in annual HatTrick funding (up to €150,000 per member), depending on its grassroots evaluation status (bronze, silver or gold). For some associations, this financial support can go a long way to raising the standards of grassroots football, benefiting the growth of the game across the country.

It is not only the charter that ensures the continued development of grassroots football in Europe. Established in 2004 as the Summer of Grassroots Football, what is now known as UEFA Grassroots Week gives people of all ages, genders and social backgrounds the chance to get into football for the first time, or even to return to the game after some years away from the field of play. The initiative involves close collaboration between UEFA and its







member associations, who are encouraged to facilitate and inspire participation in all forms of football to celebrate the grassroots game in Europe. The latest iteration of the annual event took place

across the continent between 23 and 30 September 2017, in line with the European Commission-backed European Week of Sport. Former French international David Trezeguet was on hand to celebrate the

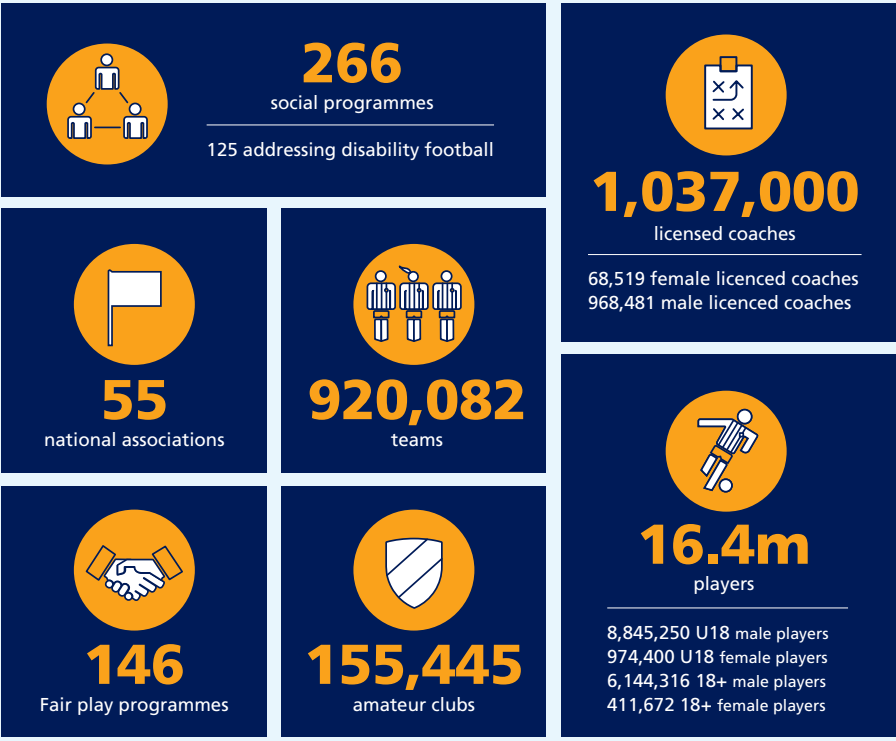
occasion in Marseille, where he was joined by more than 200 children from two schools in the city's XII<sup>th</sup> district.

"I'm really moved by these kids, they enjoy being on this pitch," Trezeguet said. "They play together and have fun. Football can be really strong and it unites people, from very different cultural backgrounds as well. Now is their time to play, and they are the future."

It was not just the presence of a footballing star that made it a day to remember for Marseille's children and grassroots players. A synthetic maxi-pitch was also installed at the Sevan city stadium – home of UGA Ardiv's 17 teams – thanks to a €100,000 donation by UEFA as part of the city's status as the European Capital of Sport 2017.

"UEFA's contribution to this amazing day was more than appreciated," said the club co-presidents Roger Dermesropian and Philippe Cazarian. "Our club comprises 300 players, from children to veteran players. Our first team plays in the Régionale 1 [French football level 6] league, and it was really important to raise the standard of our main pitch for the benefit of all these players. The pitch also improves the way our coaches can work with the kids."

Status of European grassroots football



Source: UEFA Grassroots Charter as of 31 March 2018

Rewarding greatness in grassroots football



In the Best Grassroots Leader category, Armenian football coach Senik Arakelyan was awarded the top prize for his efforts in organising a number of football activities for orphaned children and both non-disabled and disabled players in the country's Shirak region.

The Best Grassroots Project went to Italy's GiocoCalciando, an educational and promotional scheme created by the Italian Football Association (FIGC) in collaboration with the country's ministry of education. The aim of the programme is to promote sporting values and the importance of good health and exercise through football in primary schools.

The winners of the 2017 UEFA Grassroots Awards were announced by the UEFA Executive Committee in September 2017, following recommendations by the UEFA Grassroots Panel bureau and the UEFA Development and Technical Assistance Committee.

Finally, St. Oliver Plunkett FC in Belfast, Northern Ireland, was the recipient of the Best Grassroots Club award. The club – which has more than 40 boys' and girls' teams – helps young people in one of the city's disadvantaged communities through football, and is heavily involved with the Irish Football Association's grassroots programme.



Grassroots clubs development pilot project in Belarus

In June 2018, UEFA confirmed a club development pilot project with the Football Federation of Belarus with a view to the next UEFA Grassroots Conference, set to take place in Minsk in the summer of 2019.

The 12-month project will feature nine clubs in four regions and is supported by the country's ministry of sport and tourism. The aims of the pilot are to develop grassroots clubs that provide access to football for everyone, no matter their gender, race, ethnicity or skills, increase football participation and retention, and support clubs with coaching and education, with the results and best practice examples set to be announced at the Grassroots Conference.

"The BFF is happy to become a participant in the joint pilot project on club development," said the federation's general secretary, Yuri Verheichyk.

"We are grateful to UEFA for the assistance provided in terms of preparation and implementation of the pilot project in particular, as well as for the great support in the development of grassroots and youth football in Belarus in general."

The further development of club structures is an important element of UEFA's overall grassroots vision, especially in the eastern European countries. This club development project in Belarus will point the way ahead and serve as an example for other national associations.



Football in Schools

As further evidence of UEFA's commitment to making football even more accessible to schoolchildren in Europe, the successful implementation of the Football in Schools pilot project led to the six participating national associations – Albania, Azerbaijan, Georgia, FYR Macedonia, Northern Ireland and Russia – meeting their first-year targets (see opposite page). The three-year scheme includes frequent and free-of-charge access to football activities for boys and girls, the involvement of UEFA-qualified coaches and teachers, financial support from UEFA and regular cooperation with regional clubs and associations.

Members of the Development and Technical Assistance Committee pledged their support for the project, recommending the renewal of its funding.

“To help football grow, we believe we have to make closer links with children. Schools are where the children are and, through the education system, we can teach them to play football and pass on the benefits, such as social skills, equality and good health,” said Andi Zere, programme director for the national association of Albania.

UEFA also announced plans to expand the programme by establishing a separate HatTrick pillar giving all 55 UEFA member associations access to schools' football funding when the next cycle begins. This will be put in place if the objectives of the scheme – increasing the number of registered players and the general participation of boys and girls in football, promoting physical activity and complementing the principles of the UEFA Grassroots Charter – continue to be met.



THREE-YEAR PLAN

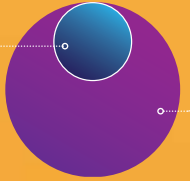
YEAR ONE

YEAR THREE



ALBANIA

**20,000**  
children in the  
7–9 age group  
at **150** schools



**45,000**  
children in the  
7–9 age group  
at **400** schools



AZERBAIJAN



**25**

school tournaments and regional  
mini-competitions launched, as well as  
**Under-10** and **Under-11** leagues



FYR MACEDONIA



**3,000**

girls introduced to football, **5v5** games  
featuring minimum of **2** girls per team,  
**8v8** featuring minimum of **3**



GEORGIA

**954**

teachers benefitted  
from free tuition



Project linked to **20** professional clubs



NORTHERN IRELAND

**1,600**

boys and girls in **15** primary  
and **5** secondary schools

**4,800**

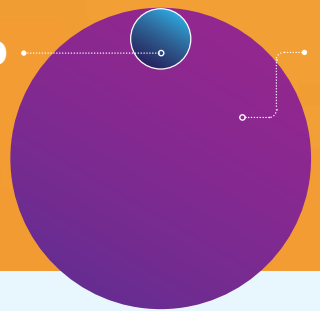
**3x**  
as many



RUSSIA

**24,000**

children at  
**600** schools  
in **6** regions



**120,000**

children at  
**3,000** schools  
in **20** regions



# GOVERNING THE GAME

**58** Corporate governance

**59** Football stakeholders  
and EU bodies

**60** Finance

**61** Legal

**62** Disciplinary

**63** Medical

**64** Services and  
administration

**67** Stadiums and security

**68** Social responsibility

**72** UEFA Foundation  
for Children

**73** Communications

**74** Intelligence centre

**76** Club licensing and  
financial fair play



CORPORATE GOVERNANCE

# KEEPING THE HOUSE IN ORDER

Internal governance is the focus of the activities undertaken by the new UEFA Governance and Compliance Committee and unit.



The increasing interest of state regulators and judicial authorities in sport, and football in particular, has sharpened UEFA's focus on governance and compliance. The expansion of the role of the existing governance and compliance auditors into a new committee was therefore perfectly timed to provide the Executive Committee, the member associations and the outside world with the assurance that all is working well inside the organisation.

The committee met for the first time in Nyon in September 2017, with a head of governance and compliance appointed the following January. The focus of the committee's work is internal governance, rather than governance within UEFA's member associations.

The committee and unit approved an annual work plan for the 2018 calendar year that included a review of UEFA's existing overall governance and compliance framework. It also reviewed the current rights sales policies and practices ('money in'), while creating an internal administration working group on procurement ('money out'), with a view to implementing a UEFA-wide procurement policy. The current verification system for HatTrick financial distributions to national associations ('money out') was also reviewed with a view to conducting independent audits.

Bratislava was the venue for the February 2018 meetings of both the plenary committee and the working group of

governance and compliance auditors, and the latter met again in Nyon in June. Over the course of the year, the activities also covered UEFA's risk management system, compensation and benefits, and liaising with the external auditors, EY, along with contributions to various intergovernmental platforms (Council of Europe, EU, OECD, UNESCO and the UN Office on Drugs and Crime).

The governing body's philosophy in this sector is that, should a problem occur in the future, UEFA should be able to show that it had done everything reasonably possible to prevent it – albeit recognising that it is impossible to eliminate all potential problems, while additionally wishing to avoid creating unnecessary bureaucracy.

FOOTBALL STAKEHOLDERS AND EU BODIES

# STRENGTHENING RELATIONS ACROSS EUROPE

In 2017/18, UEFA achieved key milestones in its dialogue and cooperation with stakeholders – both on a sporting and political level.

## Clubs and leagues now represented on the Executive Committee

UEFA's cooperation with football stakeholders was taken to the next level in 2017/18, with the Extraordinary UEFA Congress on 20 September 2017 adopting significant amendments to the UEFA Statutes. Those amendments provided for the inclusion of a European Leagues representative in the UEFA Executive Committee as a full member. A European Leagues representative then participated as an observer at the Executive Committee meeting in Nyon later that same day – which was also the first meeting that the European Club Association's two representatives (Andrea Agnelli and Ivan Gazidis) had attended as full members. At the following Ordinary UEFA Congress (in Bratislava on 26 February 2018), the representative elected by the European Leagues (its president, Lars-Christer Olsson) was ratified.

In December 2017, the sustainable development of professional football was at the core of a new memorandum of understanding (MoU) that UEFA signed with the Association of European Professional Football Leagues (EPFL) – which was subsequently renamed European Leagues (EL) in April 2018. Among other things, the agreement provides for cooperation in respect of the implementation of principles of good governance, and addresses a number of challenges that confront professional football today.

The MoU followed a joint social dialogue resolution drawn up by UEFA, the European Club Association (ECA), the European Leagues and the players' body FIFPro in November 2017 on the subject of intermediaries/agents. The resolution raised concerns about a lack of transparency and the inflation of fees. It also called for relevant measures to be taken with a view to addressing the identified problems.

European football's governing body also reactivated the Professional Football Strategy Council, which brings together UEFA with its main partners in European football – i.e. clubs (via the ECA), players (via FIFPro Division Europe) and the European Leagues – with a view to devising common solutions to major issues affecting the game.

In February 2018, UEFA signed a new extended cooperation agreement with the European Commission. That agreement, which will run until the end of 2020, includes plans to work together on UEFA EURO 2020, and features a shared acknowledgement of the need to focus on matters such as good governance, integrity and the sustainable development of the game.

The following month, UEFA's first vice-president, Karl-Erik Nilsson, travelled to Brussels for further discussions. And in May 2018, the UEFA president, Aleksander Čeferin, travelled to the Belgian capital to address EU sports ministers, explaining various aspects of UEFA's role, mission and responsibilities, and urging the EU to work with UEFA to achieve "a European football that is fair, unpredictable, open and united".

On 31 May 2018, UEFA's commitment to cooperation with European public authorities took a further step forward as it signed a historic MoU with the Council of Europe. That agreement formalises and enhances cooperation between the two organisations in the interests of the long-term development of sport and its role in society.



## Helping member associations to access funding

UEFA has established a new service aimed at helping its member associations to submit applications for EU funding. That initiative, which has been endorsed by UEFA's HatTrick Committee, has resulted in EU grants totalling about €1.5m being paid to the national associations of Belgium, Denmark, Estonia, France, Italy, Liechtenstein, Romania, Scotland and Sweden.



FINANCE

# PLANNING FOR THE FUTURE

Together with all divisions and subsidiaries, the finance division began planning for the period from 2017/18 to 2022/23. This also involved several review sessions aimed at optimising tournament costs. The outcome will be integrated into the 2019/20 budget, to be presented for approval at the 2019 Ordinary UEFA Congress in Rome.

Meanwhile, in cooperation with the legal affairs division, meetings were held with the tax authorities of all EURO 2020 host countries, in order to discuss matters such as VAT registration and other legal issues.

Work also began on an IT tool aimed at helping all divisions with staff planning for EURO 2020, which facilitates calculating and budgeting the corresponding cost per unit.

On the initiative of the UEFA Finance Committee and under the leadership of the UEFA general secretary, the finance division also carried out a thorough review of UEFA's cost structure, in order to optimise the governing body's costs, resulting in a cost culture initiative that has now been implemented across the organisation.

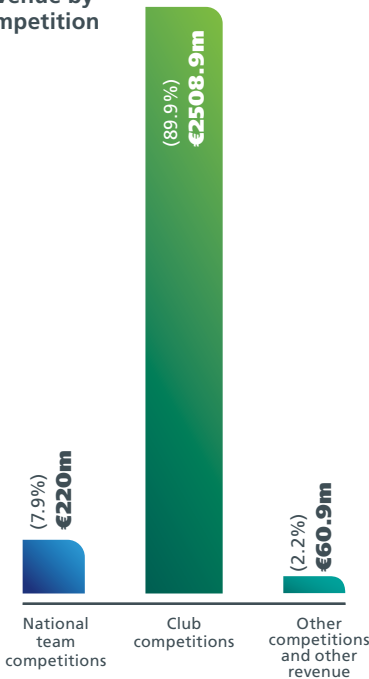
Financial reviews

In 2017/18, UEFA's Finance Committee conducted a thorough review of the budget for 2018/19, which included the launch of the UEFA Nations League and centralised friendlies, as well as the start of the new 2018–21 club competition cycle.

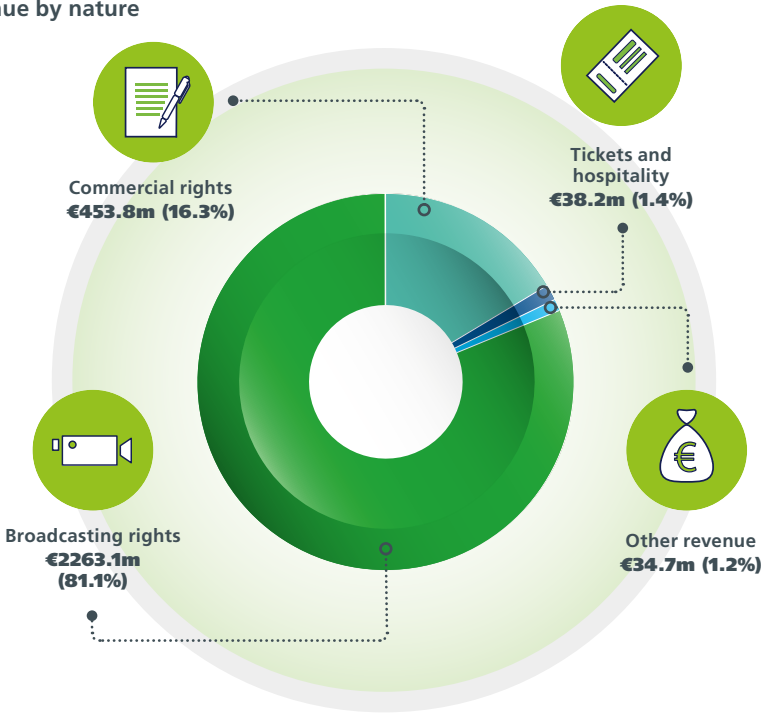
A revised investment and foreign exchange policy – with a review of exposure limits, investment avenues and governance matters – was approved by the Finance Committee and the UEFA Executive Committee.

In addition, external auditors performed their annual audit of UEFA's financial statements and internal control system, and their report and recommendations were presented to, and discussed by, the committee. More information can be found in the 2017/18 financial report.

Revenue by competition



Revenue by nature



LEGAL

# NEW FRAMEWORK

The start of new club competition and national team football cycles, both occurring in 2018, was a strong area of focus.

BUSINESS AFFAIRS

Marketing legal services

With commercial sales cycles for major competitions all coming to a close at the same time for UEFA club competitions (2018–21) and national team football (2018–22), it was a particularly busy year for marketing legal services. They executed 633 contracts between 1 July 2017 and 30 June 2018, generating total aggregate revenue from UEFA's club and national team competitions (through the life of those contracts) of €5.635bn. They also conducted a Europe-wide assessment of laws on the sale and supply of alcohol at matches, as part of a review of UEFA policy ahead of the May 2018 Executive Committee decision to allow the sale and supply of alcohol at UEFA matches.

Event legal services

The team implemented a ticketing enforcement policy for all UEFA competitions, and concluded tenders/agreements for all service providers

for each season, cycle and club competition finals.

Corporate legal services

The team concluded UEFA's general third-party liability insurance policies for EURO 2020. It also reviewed and aligned UEFA's legal documentation with General Data Protection Regulation (GDPR) requirements.

SPORTS LEGAL SERVICES

Sports legal services advised on the revision of UEFA regulations on stadium infrastructure, anti-doping, club licensing and financial fair play, kit/equipment, and the UEFA Champions League/UEFA Europa League (2018–21 cycle), as well as FIFA's statutes, governance regulations and code of ethics. They also assisted 12 UEFA member associations with statutory and regulatory matters, and worked on decisions of the FIFA Dispute Resolution Chamber and FIFA Players' Status Committee.

They also assisted with UEFA committee reporting, as follows:

UEFA Legal Committee, November 2017

The team prepared amendments to the UEFA Statutes, submitted to the UEFA Executive Committee and adopted by the UEFA Congress on 26 February 2018. They also discussed various items, including the agreed proposal that a reasonable, proportionate cap on fees for players' agents should be discussed by all stakeholders as part of the European social dialogue.

UEFA Players' Status, Transfer and Agents and Match Agents Committee, November 2017

The team worked on topics such as the proposal that an online player passport system should be introduced by FIFA and that the player's new club should pay 5% of the transfer fee, as a solidarity contribution, directly to a specific FIFA account.



DISCIPLINARY

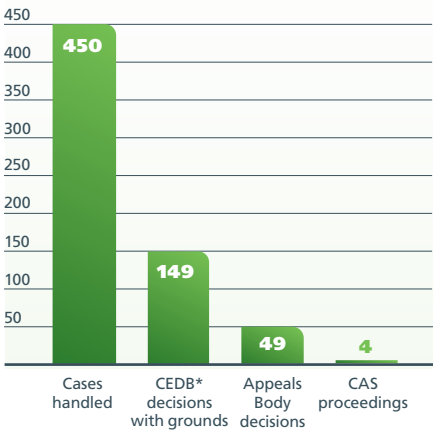
# PROTECTING THE INTEGRITY OF FOOTBALL

UEFA took significant action against clubs and players involved in match-fixing, as its anti-match-fixing unit continued to expand its influence across the continent.

UEFA's disciplinary and ethics unit handled a total of 450 cases during the last year, 49 of which were subject to appeal, and four ultimately challenged before the Court of Arbitration for Sport (CAS). One particularly striking case involved Albania's KF Skënderbeu, a club banned from UEFA competition for the 2016/17 season for involvement in match-fixing, whose sanction was upheld by the CAS. Following further investigations, UEFA's disciplinary bodies imposed a ten-year ban from UEFA competition and €1m fine on Skënderbeu.

UEFA's efforts to fight match-fixing also led to bans on six Malta Under-21 internationals – one of them for life. In another high-profile ruling, meanwhile, the adjudicatory chamber of the Club Financial Control Body (CFCB) imposed a ban on Panathinaikos FC for the next three years when they qualify, after the club breached the overdue payables requirement of the UEFA Club Licensing and Financial Fair Play Regulations.

Disciplinary cases in 2017/18



\* Control, Ethics and Disciplinary Body

In 2017/18, UEFA achieved some noteworthy milestones in its drive to maintain the game's integrity. In spring 2018, its anti-match-fixing unit began an innovative risk-mapping project.



This involved mapping all incidents of match-fixing from 2015/16 to 2017/18 in all 55 UEFA member association countries, which were then plotted against each country's abilities to tackle the problem.

The risk vs connectivity matrix is a decision-matrix whereby tailored strategic integrity action plans can be created in each national association based on the volume of potentially fixed matches, current integrity needs, and the country environment. In the same period, an information-sharing agreement was signed with the international betting integrity body ESSA (Sports Betting Integrity).

To provide better support to the member associations, in June 2018 the anti-match-fixing unit launched a platform for integrity officers interconnecting the UEFA anti-match-fixing unit with the national associations' own integrity officers through a social networking-style platform containing useful guidelines, education presentations and training materials.

The anti-match-fixing unit's efforts have also produced results providing key information to the authorities in several countries in eastern Europe. Coordinating information with the Moldovan authorities regarding match-fixing, money laundering and other violations led to arrests in a fraud case. Previously, in October and November 2017, the anti-match-fixing unit helped the Slovenian and Croatian FAs in their investigations into organised match-fixing gangs, resulting in the arrest of 11 individuals in cross-border action by the police in Slovenia and Croatia, also coordinated by Europol.

Red and yellow cards per match in all 2017/18 UEFA competitions

	National competitions		Club competitions	
	Men	Women	Men	Women
	0.24	0.04	0.19	0.12
	4.06	1.83	4.15	2.68

MEDICAL

# THE IMPACT OF HEADING

UEFA's Medical Committee commissioned two studies looking at heading in youth football in 2017/18, as well as ensuring that it maintained a cutting-edge approach to the fight against doping.



In November 2017, UEFA's Medical Committee commissioned two separate studies looking at heading in youth football – a first step to establishing whether heading the ball poses any long-term risks, particularly as regards brain damage. Those studies will be carried out by Saarland University in Germany and by the Hampden Sports Clinic and the Greater Glasgow and Clyde Health Board in Scotland, in line with the recommendations of a panel of experts who considered ten different proposals.

Those studies intend to look at differences in the way that heading is taught in football training, differences between the incidence and characteristics of headers in matches and training, differences across age categories and differences between boys

and girls, while also taking account of variation caused by the differing traditions and playing styles of the countries in question. The findings are due to be published towards the end of the 2018/19 season.

UEFA also developed paperless anti-doping forms, which were delivered during the annual seminar in June 2018 ahead of the 2018/19 season, and expanded its integrity reporting platform and app in order to allow players, coaches, team doctors and other people to report alleged anti-doping rule violations.

In January 2018, the seventh UEFA Medical Symposium in Athens highlighted the multidisciplinary nature of football medicine and its links with team performance. In addition to sessions on emergency medicine, rehabilitation, the safeguarding of players' health, communication between the medical team and the coach, and the UEFA elite club injury study, there was also a presentation on a new initiative – the 2018 UEFA football nutrition consensus. This will involve 25 of the world's leading nutrition experts, applied researchers and practitioners coming together to provide updated advice on nutrition, 12 years after the publication of the previous set of guidelines in 2006.

UEFA's medical and anti-doping unit has also updated its requirements as regards the pre-competition medical examination (PCME) that players undergo before playing in a UEFA competition. On the advice of the Medical Committee, the UEFA Medical Regulations changed on 1 January 2018,

Tackling doping through cooperation

UEFA is continuing to increase the number of cooperation agreements that it has with national anti-doping organisations (NADOs) across Europe. Under those agreements, UEFA and the NADOs in question coordinate their anti-doping programmes and testing activities, as well as exchanging information and intelligence which will help with the planning of anti-doping tests at national and international level. That cooperation also includes the establishment of haematological and steroidal biological passports (ABPs) for players in the World Anti-Doping Agency's Administration and Management System (ADAMS). In 2017/18, cooperation agreements were concluded with NADOs in Azerbaijan, Belgium, Cyprus, Slovenia and Turkey, bringing the total number of agreements to 32.

**2,263**  
urine samples collected in 2017/18:  
1,814 in-competition tests and  
449 out-of-competition tests

**537**  
blood samples collected in 2017/18:  
220 samples for ABPs (athlete  
biological passports) and 317  
serum samples

with all players participating in UEFA competitions now required to undergo at least a basic PCME, which involves the provision of up-to-date medical records and an annual medical examination, plus an annual 12-lead ECG examination. Previously, the PCME applied only to players taking part in UEFA's men's club competitions, as well as the final rounds of national team competitions and the UEFA Regions' Cup.



SERVICES AND ADMINISTRATION

# GETTING THE BASICS RIGHT

It was a busy year for the services division – from arranging accommodation to interpreting at meetings, from finding ICT solutions to managing HR matters.



## Handling huge numbers

Following a highly competitive tender, Publicis Live was appointed to handle accommodation for the 2018–21 club competitions cycle (hotel sourcing, selection, contracting and management).

Over the course of 2017/18, as many as 18,682 room nights were reserved for UEFA staff, guests, suppliers and commercial partners attending the 348 season matches.



### Finding the right words

The language services unit managed a large number of documents, amounting to 3.8m words during the 2017/18 period. The three language sections (English, French and German) dealt with most requests in-house, including UEFA Direct magazine, the technical reports for the UEFA Champions League and UEFA Europa League, Congress and Executive Committee minutes, and the reports from the UEFA president, Executive Committee and administration. The unit also provided interpreters at official UEFA meetings throughout the year (671 interpreter days at 84 events).

### Welcoming guests to our home



**24,024**  
visitors to the UEFA campus in 2017/18

### The Colovray Sports Centre



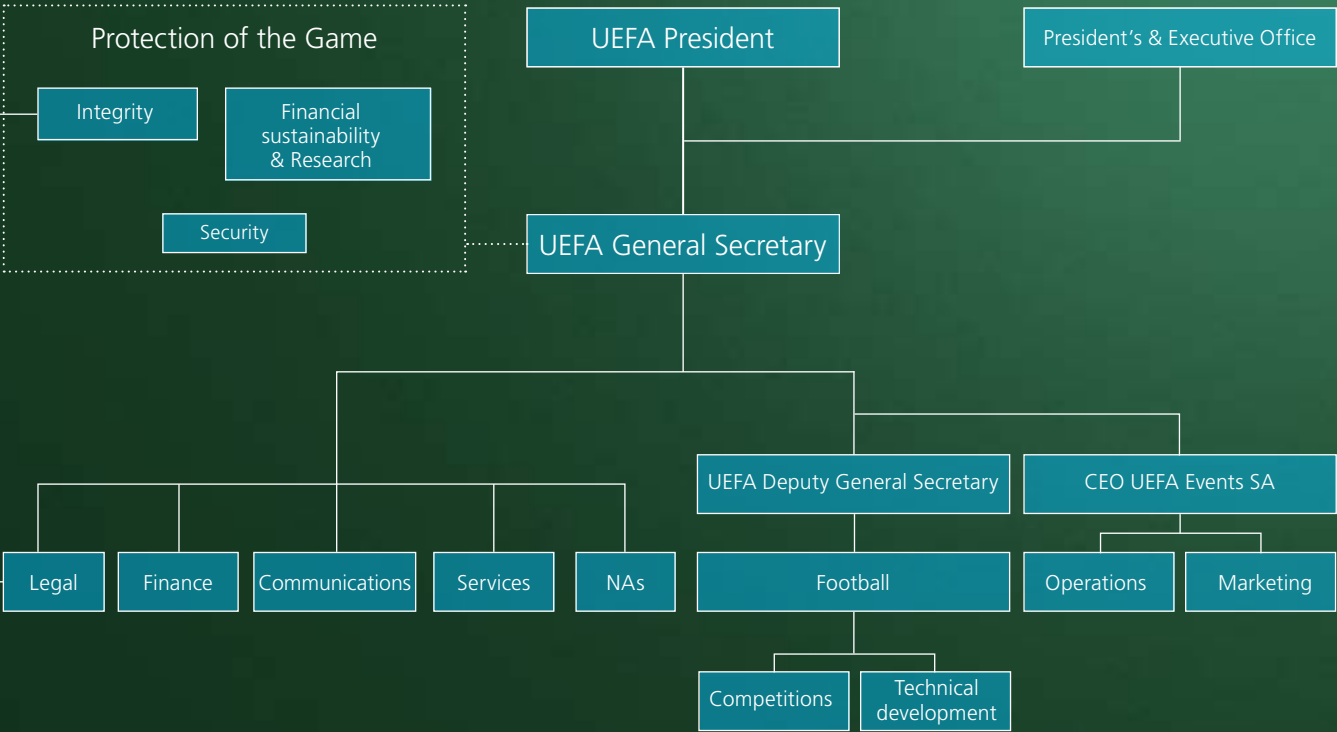
**8,000**  
reservations  
**24**  
key events  
**455**  
matches



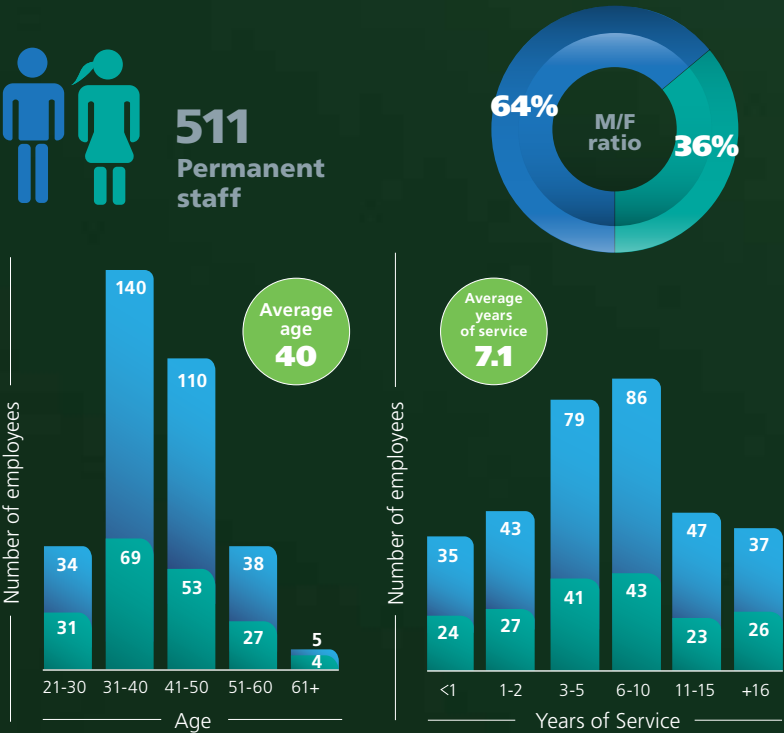
### Building a greener UEFA

UEFA completed an energy-efficiency project in the main building that will reduce greenhouse gas emissions by about 8%. It involved replacing the two lake-water heat pumps, climate control systems, electrical switchboards and the emergency generator.

## UEFA ORGANISATION CHART



## UEFA STAFF UNDER PERMANENT CONTRACT AS OF 30 JUNE 2018





INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Managing the ICT landscape

UEFA's ICT staff have a far-reaching role to play in an organisation whose influence can be felt across the entire continent.

ICT SOLUTIONS

The team's tasks in 2017/18 included the initiation of UNITY, a major IT transformation programme focusing on UEFA events. This involved the delivery of the new media

service and information channels for media and broadcasters; changes to the collection of personal details in compliance with the new European General Data Protection Regulations

(GDPR); and designing the new venue access control system for accreditation, VIP, media and deliveries to improve the overall security levels and applicability to all UEFA events.

FACTS AND FIGURES



51

iPads for doping control officers



82

FAME releases



12

companies in UEFA access control RFP



11

fully digitalised stadiums



200+

applications maintained

ICT GOVERNANCE

The team delivered 145 projects to the various UEFA business units for a total budget of €15m. They also oversaw general improvements to cyber-security protection and dedicated a task force to the GDPR. Centralising approximately 29,000 UEFA football community users (e.g. broadcasters, media, consultants and staff) to improve the access procedure for UEFA's information system and the UEFA Go mobile application for UEFA's on-site staff were other noteworthy achievements.



98

contracts signed



145

projects delivered



9.3m

security threats managed



360°

ICT SUPPORT FOR NATIONAL ASSOCIATIONS

In conjunction with the UEFA GROW team in the national associations division, the ICT unit launched the UEFA ICT GROW Maturity Matrix to gain a 360-degree overview of the IT systems used by UEFA member associations and assess their maturity.

This was the first time such an initiative had been launched, and 50 national associations responded to the survey of more than 1,000 questions, covering everything from player registration systems to video libraries. The result was a clear picture of what IT systems national associations use, and their needs for the future.

STADIUMS AND SECURITY

A UNITED STAND FOR SAFETY AND SECURITY

UEFA has pushed hard for a pan-European approach to stadium safety and security, notably as regards the threat of terrorist attacks and the dangers of pyrotechnics.

An integrated pan-European approach has been at the heart of the Stadium and Security Committee's work to raise awareness and offer advice on dangers such as potential terrorist attacks and pyrotechnics.

The annual UEFA-EU Stadium and Security Conference, held in Munich in September 2017, provided the opportunity for 350 representatives of UEFA, the EU, national football associations, football clubs, police forces and other stakeholders to plan for the new season's security and to network. But the push for a pan-European approach did not end there.

UEFA also provided a new knowledge-sharing platform with a series of UEFA stadium and security strategy summits for its 55 member associations. These five summits, part of UEFA's new stadium and security strategy and held in December 2017 and January 2018, enabled the associations to meet security experts, police and government representatives to discuss the lessons of the past, current incidents and emerging trends, as well as reflect on

the risks and liabilities that arise in this crucial area of the game.

Concerns over possible terror attacks, meanwhile, led UEFA to develop a two-day counterterrorism masterclass, initially held as a successful pilot event in the Netherlands, followed by the inaugural masterclass in Russia in April 2018, in the lead-up to the FIFA World Cup. It focused on four topics: the reality of terrorism; the way terrorists operate; how to respond to the threat; and best practices. In the same month, over 150 delegates from 53 national associations and public authorities joined UEFA and international experts at a separate pan-European expert seminar in Munich. Sixteen of the countries present had suffered an attack in 2016/17, underlining the scale of the problem.

Another major area of concern was pyrotechnics at more than 25% of UEFA competition matches. The results of a July 2017 independent scientific study commissioned by UEFA and Football Supporters Europe (FSE) confirmed that

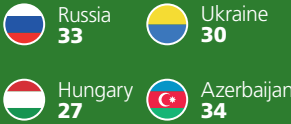
no safe use of these devices is possible in spectator areas of stadiums owing to the "significant health and safety risks arising from their use in close proximity to other people". Some 170 delegates from 48 national associations and public authorities joined UEFA and international experts in November 2017 for a pan-European seminar on pyrotechnics. Masterclasses on pyrotechnics were delivered to over 500 delegates from four national associations (Netherlands, Finland, Poland and Slovenia) and public authorities.

It is not only in Europe that UEFA is sharing knowledge and best practices; the purpose of its Assist programme is to provide support worldwide, as highlighted by UEFA's cooperation with the Asian Football Confederation to ensure safety and security at the 2017 FIFA U-17 World Cup in India. Back in Europe, another UEFA initiative, the 'train the trainer' programme, helped 15 countries to train stewards. Russia was the main beneficiary, with 91 people trained over three years and able to pass on their knowledge to an estimated 26,000 stewards working at the 2018 FIFA World Cup.



Stewarding 'train the trainer' course

Participants from January to June 2018



In addition to 29 from 8 other national associations:

Wales, Scotland, Northern Ireland, Malta, Iceland, Republic of Ireland, Gibraltar, Faroe Islands



SOCIAL RESPONSIBILITY

# ENABLING RESPONSIBLE FOOTBALL ACTIVITIES

UEFA’s social responsibility endeavours had a far-reaching impact in 2017/18.

One successful new initiative for 2017/18 was the Match for Solidarity, organised in tandem with the United Nations Office at Geneva. A crowd of 23,654 turned up for the game at the Stade de Genève, where they cheered on the two teams of legends captained by Portuguese icon Luís Figo and the Brazilian star Ronaldinho. The aim was to promote peace, human rights and well-being through the Sustainable Development Goals set out by the UN.

“I am proud the United Nations and UEFA could join forces to promote solidarity for peace, rights and well-being through the Sustainable Development Goals,” said Michael Møller, director-general of the United Nations Office at Geneva. “And all for a good cause – to help underprivileged children around the world.”

The event included a global digital auction for fans, and a live auction at a post-match gala dinner. In total, it raised €684,000, which was made available to the UEFA Foundation for Children to support four sports projects that promote inclusion among children living with disabilities.

This is just one example of UEFA’s initiatives. A full breakdown of their far-reaching impact can be found in the fifth UEFA Football and Social

Responsibility Report, published in May 2018 – the final report in a cycle that started in 2012. The publication looks at the achievements of UEFA and its partners in diversity, inclusion, environment, health, peace and reconciliation, solidarity and fan dialogue.

Making football activities more sustainable across Europe, the 55 UEFA member associations submitted a total of 65 social responsibility projects, with €2.75m of HatTrick funding being invested. Meanwhile, the Football for Refugees grant scheme attracted applications from 21 national associations for the six €50,000 grants.

One of the highlights of the 2017/18 period came in October 2017 with the Fare network’s Football People action weeks. These are held annually across the continent, and aim to tackle discrimination in football – a message highlighted at matches in the UEFA Champions League, UEFA Europa League and UEFA Women’s Champions League, and through the social media channels of the clubs involved. The UEFA president, Aleksander Čeferin, described the initiative as “football’s largest movement for social change in Europe”.

Another priority for UEFA’s Fair Play and Social Responsibility Committee was to determine its plans for the future. So, in December 2017, UEFA confirmed an approved social responsibility strategy for the 2017–21 cycle. After a tender process



## A strong partnership

### UEFA’s social responsibility portfolio partners for 2017–21

**Football for all abilities:** International Blind Sports Association (IBSA), CP Football (cerebral palsy), Special Olympics Europe Eurasia (SOEE), European Deaf Sports Organisation (EDSO), European Powerchair Football Association (EPFA), European Amputee Football Federation (EAFF)  
**Access:** Centre for Access to Football in Europe (CAFE)  
**Sustainability – Climate Change:** World Wide Fund for Nature (WWF)  
**Inclusion:** Homeless World Cup  
**Racism and discrimination:** Fare network  
**Peace and reconciliation:** Cross Cultures (CCPA)  
**Solidarity:** International Platform for Sport and Development (www.sportanddev.org)  
**Rehabilitation:** International Committee of the Red Cross (ICRC)  
**Child protection:** Terre des Hommes (Tdh)  
**Health:** European Healthy Stadia Network  
**Carbon offsetting:** South Pole Group

in the child protection, health and carbon offsetting sectors, the committee confirmed partnerships with Terre des Hommes (Tdh), the European Healthy Stadia Network and the South Pole Group.

## Football and sustainability

UEFA teamed up with the World Wide Fund for Nature (WWF) and the Green Sports Alliance to produce the Playing for Our Planet report. Published in May 2018, the report shows how sport can contribute to sustainability and tackle climate change at all levels, from grassroots to the elite. The report examined the link between sport and environmental issues, and stressed its overall impact, as well as its unique power to raise awareness and promote sustainability among football fans in Europe and beyond. It featured 25 examples of sports stakeholders, including UEFA, who are committed to reducing the environmental impact of their operations – leading by example in the fight against pressing environmental challenges such as climate change and ocean plastics. UEFA placed health and well-being on the agenda by partnering with the European Healthy Stadia Network and World Heart Federation to use UEFA competitions to promote physically active and healthy lifestyles. For example, a joint Royal Netherlands Football Association (KNVB)-UEFA campaign, A Healthy Heart Your Goal, accompanied by the Active Match app for UEFA Women’s EURO 2017 in the Netherlands, encouraged supporters to walk and cycle to games.

Active travel and healthy stadiums (tobacco-free, healthy food options) aim to provide a safe football environment and help reduce health risks while encouraging supporters to do more exercise and take up sport.



### Key meetings



#### Diversity and inclusion seminar

hosted by the Royal Belgian Football Association (URBSFA/KBVB) in October 2017, attended by 16 national associations

#### Social responsibility compact course

for 13 national associations in Nyon in January 2018

#### Seminar on football and refugees

hosted by the Football Association of Ireland (FAI) in April 2018, attended by 21 national associations



## SOCIAL RESPONSIBILITY

# A LEVEL PLAYING FIELD FOR ALL

UEFA gave fresh impetus to the Respect campaign for inclusion and diversity in football with its #EqualGame initiative.



UEFA's commitment to promoting inclusion, diversity and accessibility in football received fresh impetus at the start of the 2017/18 season from its #EqualGame initiative. A new Respect social responsibility campaign, #EqualGame featured football's biggest stars – including Lionel Messi, Cristiano Ronaldo, Paul Pogba and Ada Hegerberg – alongside grassroots players from around Europe.

The campaign was launched in Monaco on 23 August 2017 in a ceremony featuring the UEFA president, Aleksander Čeferin, France and Manchester United FC midfielder Paul Pogba, and Eddie Thomas from Wales, one of the grassroots players whose football story was told in one of the mini web documentaries on UEFA's communications channels to promote #EqualGame.

An extended advertisement premiered on 11 September, with an abbreviated TV spot making its first appearance on

12 September, Matchday 1 of the 2017/18 UEFA Champions League, not to mention the dedicated #EqualGame signage which could be seen on advertising boards in and around the stadiums. The video would be broadcast throughout the 2017/18 European club football season across all major UEFA competitions.

The spotlight shone particularly brightly on the #EqualGame campaign in support of the Fare network's Football People action weeks at all UEFA Champions League, UEFA Europa League and UEFA Women's

Champions League matches, as well as European qualifiers for the FIFA Women's World Cup. Spectators at stadiums throughout Europe watched videos played on giant screens, announcements were made over stadium public address systems, child mascots wore #EqualGame T-shirts, and teams lined up together before kick-off for a group photo in which both #FootballPeople and #EqualGame hashtags were prominent. With a Football People editorial appearing in all match programmes too, the message was clear: discrimination has no place in football.



## De Bruyne maintains good tradition



UEFA's support for Afghan landmine victims is long established and Kevin De Bruyne was the latest in a growing line of players to present the governing body's annual donation to the International Committee of the Red Cross.

"If you give everything for the thing you want to do, you can achieve it." These were the words of advice that Kevin De Bruyne, the Belgium and Manchester City FC midfielder, offered through the video call to a gym filled with Afghan schoolchildren in Kabul. As one of the players selected for the 2017 Team of the Year, Kevin De Bruyne presented a cheque for €100,000 on behalf of UEFA to the ICRC to support its work helping Afghan landmine victims. "It's a great honour to be in line with the other players who have already done this," said De Bruyne.

De Bruyne had received the cheque from UEFA Executive Committee member and chairman of the UEFA Fair Play and Social Responsibility Committee, Peter Gilliéron, and handed it over to Dominik Stillhart, the ICRC's director of global operations, ahead of the UEFA Champions League round of 16 second-leg match between Manchester City and FC Basel 1893.

UEFA ANNUAL REPORT | 2017/18

## #EqualGame at the finals

Even at the end of the season, the #EqualGame campaign was in full force with the staging of a special football match at the UEFA Europa League Village at Place Bellecour in Lyon ahead of the UEFA Europa League final. The contest – the aim of which was to promote #EqualGame's core message of inclusion and diversity in football – featured the stars of the campaign together with bona fide footballing greats: Portuguese legend Luís Figo, former Olympique Lyonnais and Barcelona favourite Éric Abidal, and current Olympique Lyonnais women's stars Ada Hegerberg and Shanice van de Sanden.

Over at the UEFA Champions League final festivities in Kyiv the following week, a series of matches were organised on the Champions Festival mini-pitch featuring amputee football, cerebral palsy football, Special Olympics football (for players with learning disabilities), and Open Fun Football Schools promoting reconciliation in post-conflict areas.

The Champions Festival also featured an #EqualGame dome, an educational hub that served to highlight the importance of social inclusion in football by engaging visitors in a series of fun activities. UEFA's social responsibility partners teamed up with the Football Federation of Ukraine to oversee the running of the dome, while an #EqualGame quiz gave fans the opportunity to win special UEFA Champions League prizes.

Meanwhile, the UEFA Champions Gallery – also situated at the Champions Festival site – documented the progress of the #EqualGame campaign with an interactive exhibition that highlighted six unique grassroots football stories from around the continent.

Respect is the theme that underpins all the elements of UEFA's social responsibility strategy, including the promotion of peace and reconciliation, football for all, health, respect for the environment and the campaign against discrimination, racism and violence.





UEFA FOUNDATION FOR CHILDREN

# CREATING CHANCES FOR CHILDREN

There have been over 700,000 beneficiaries of the UEFA Foundation for Children's activities so far – and in 2017/18, the UEFA president became its new chairman.



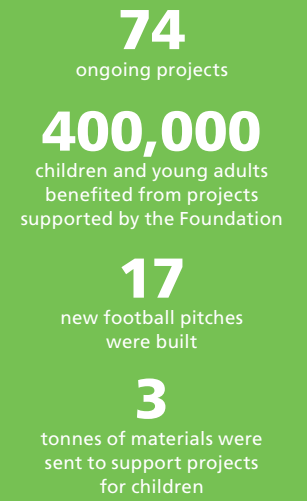
In a touching vignette before the season-opening UEFA Super Cup match between Real Madrid CF and Manchester United FC in Skopje, FYR Macedonia, a group of 19 hearing-impaired youngsters from a local state school for education and rehabilitation met players from both teams, and then performed the Coldplay song A Sky Full of Stars in sign language on the pitch, alongside Skopje's children's choir, Falsetto.

This is just one example of the good work carried out by the UEFA Foundation for Children in 2017/18, the aims of which are to help children and safeguard their rights, especially in health, education, access to sport, personal development and the integration of minorities.

Established in 2015, the foundation has already supported projects in 81 countries and, in 2017/18, it gained fresh impetus



UEFA Foundation's work in numbers (2017/18):



Board of trustees of the UEFA Foundation for Children

- Aleksander Čeferin (Chairman)
- Kairat Boranbayev
- Greg Clarke
- Norman Darmanin Demajo
- Esther Gascón Carbajosa
- Peter Gilliéron
- Nathalie Iannetta
- Kevin Lamour
- Margarita Louis-Dreyfus
- Elkhan Mammadov
- Fiona May

As on 30 June 2018

with the election of Aleksander Čeferin, the UEFA president, as its new chairman. In November 2017, a foundation board meeting confirmed plans to invest in a further 28 projects, bringing the number of projects the charity supports to 74. It is now active on all five continents.

"I'm delighted to have the opportunity to work even closer with our foundation, which plays an instrumental role in aiding children living in challenging and difficult conditions around the world," said Aleksander Čeferin, who succeeded former European Commission president José Manuel Durão Barroso as chairman.

COMMUNICATIONS

# A NEW LEVEL OF INTERACTION

A focus on engagement leads to growing audiences.

A significant shift in the editorial strategy of UEFA's communications division – prioritising quality, conversational output – paid handsome dividends in 2017/18, with 15.5m new followers signing up for news and updates from the UEFA Champions League Facebook, Instagram and Twitter accounts.

In addition, there was a 20% year-on-year growth in visits to the Champions League website and mobile applications, boosted by a record 1.44m registrations for the Champions League Fantasy Football game. There was also improved access to match highlights for all competitions, which were optimised for mobile devices and delivered by midnight CET on every matchday. A record 8.8m votes, from nearly 800,000 unique users, were cast in UEFA.com's Team of the Year 2017 poll.

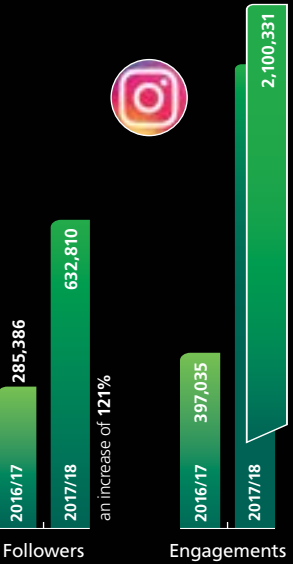
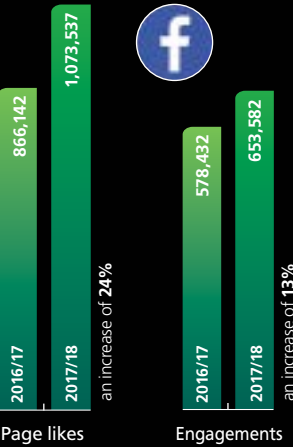
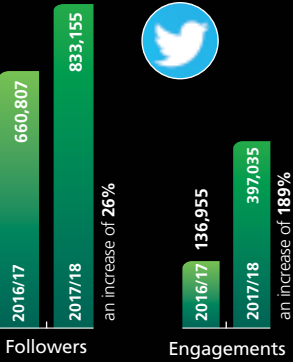
To give the Respect programme fresh impetus, a new campaign called #EqualGame was launched in August 2017 in close collaboration with the football and social responsibility unit, national associations, players and clubs.

Another noteworthy development was the creation of a unit specifically offering communications support to the 55 member associations. This unit works alongside the UEFA GROW programme (national associations division), seeking to foster relations with communications specialists at the national associations with the aim of establishing long-term communication strategies.

Communications staff worked on a whole range of different UEFA events in 2017/18, including the UEFA Congress, club competition finals, UEFA Women's EURO 2017, the UEFA Nations League draw, UEFA Futsal EURO 2018, the Match for Solidarity and youth tournaments.

Finally, the division has delivered a long list of publications. In addition to UEFA's official magazine, UEFA Direct, it also produced season/tournament reviews and technical reports, match programmes for all of UEFA's finals and tournaments, and corporate reports.

A corporate social media surge





INTELLIGENCE CENTRE

# KEEPING A KEEN EYE ON THE BUSINESS OF FOOTBALL

The recently established UEFA intelligence centre is already proving an important source of clear and valuable information about trends in football today.

A quest for context amid the 24/7 noise and drama of 21st-century football: that is the work of the UEFA intelligence centre. It was in 2017 that the UEFA Executive Committee agreed to set up the unit to support evidence-based decision-taking and policymaking within UEFA and among its close stakeholders. It now comprises five team members, including a newly recruited data scientist and a commercial rights specialist.

An early measure of the unit's value came during the transfer windows of summer 2017 and January 2018, as it used its composite transfer database to track deals in real time and send reports to directors and Executive Committee members summarising clubs' record transfer activity. As well as providing some proper context regarding trends in the transfer market, the team's work allowed early warning flags to

be raised about unusual transfer activities that could lead to future financial cases to be shared with the financial fair play compliance unit.

In January 2018, the intelligence centre's report on The European Club Footballing Landscape was published, providing UEFA with the opportunity to demonstrate its knowledge of developments in club football and provide context. This was the ninth UEFA club licensing benchmark report but the first since the unit was created. It included unique analyses on areas as diverse as club ownership, sponsorship and commercial partnerships, attendance levels, domestic league structures and social media comparisons between clubs and their players, as well as detailed financial breakdowns covering 700 clubs from across the 55 UEFA member associations. Subsequent to the report,

the intelligence centre responded to and fulfilled bespoke benchmarking studies for ten national associations and leagues.

As part of this latest benchmarking report, the centre also analysed agent activity across more than 2,000 transfers, highlighting the scale of agent commission rates (€600–700m on European transfers) and the large variation from one deal to the next. This type of first-hand internal analysis provides valuable context for the discussions on reforms to the transfer system.

Trends in competitiveness across all the various European leagues were also analysed in detail, using the databases of every match result and league tables over recent decades, and linked to clubs' financial resources. This has since led to the inclusion of policies around competitiveness in the UEFA strategy consultation.

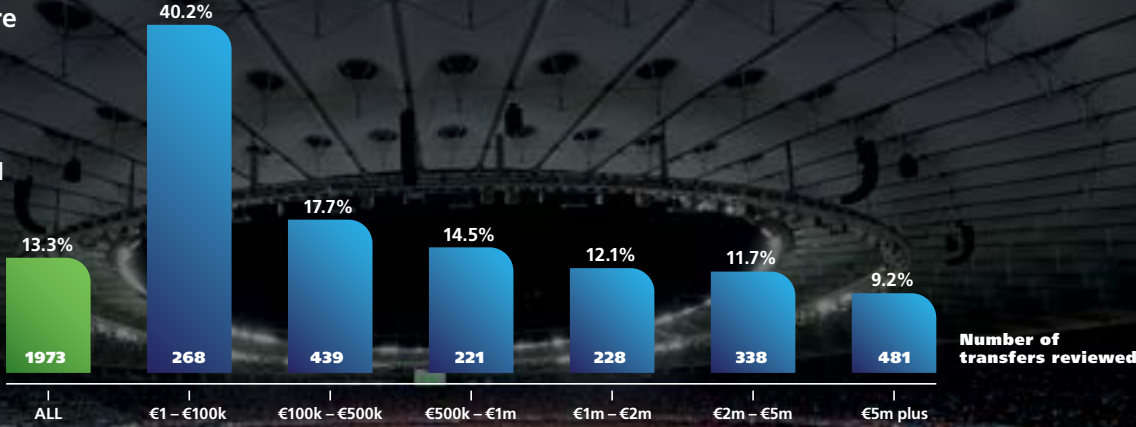


### A network of knowledge

Work began in 2018 to build and link the intelligence centre's strategic datasets. Subjects include club and national association finances, stadium projects, supporters, results, transfers and loans, player agents, player careers, head coach careers, reported commercial and media deals and football demographics. This will enable UEFA to be more agile in responding to requests, and better equipped to provide strategic insights.

### Intelligence centre study on agents

Mid agents' commission rate by size of transfer deal



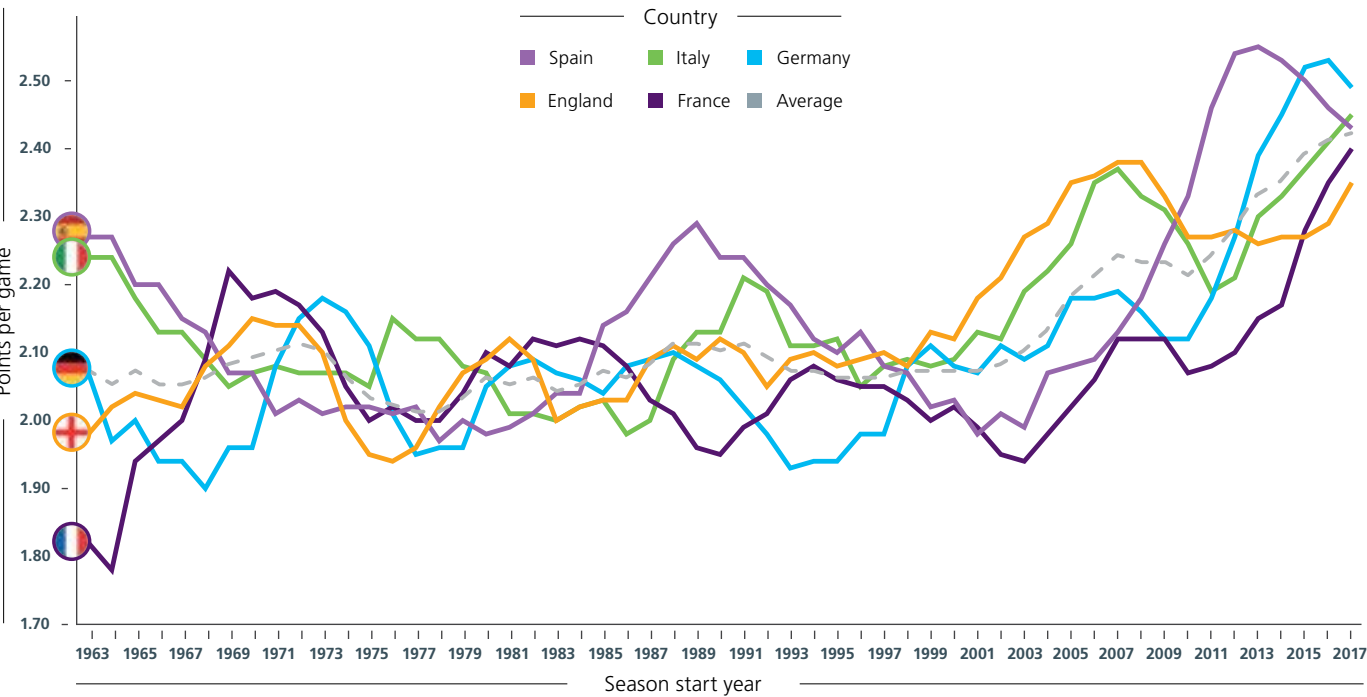
### Intelligence centre study on social media

Top six clubs and players by Twitter and Facebook



### Intelligence centre study on domestic leagues

Average title winner points per game in the five main domestic leagues





CLUB LICENSING AND FINANCIAL FAIR PLAY

# RAISING STANDARDS IN EUROPEAN FOOTBALL

A number of notable changes were made to the Club Licensing and Financial Fair Play Regulations in 2017/18 as UEFA responded to fresh challenges, including the introduction of a licensing system for clubs to take part in the UEFA Women's Champions League.

UEFA has gradually developed its club licensing system and financial fair play strategy since they were introduced. This continued in 2017/18, with the approval of new regulations to provide a better environment for youth players, professionalise women's club football throughout Europe, improve transparency, harmonise accounting principles and reduce the financial fair play assessment time gap.

The 2018 UEFA Club Licensing and Financial Fair Play Regulations were approved by the UEFA Executive Committee at its meeting in Kyiv in May 2018, following a year-long review overseen by the UEFA Club Licensing Committee. The purpose was to strengthen the club licensing requirements and financial fair play rules in order to continue raising standards in European club football, while promoting sustainable long-term growth and financial stability.

This review process, though led by UEFA, involved a broad consultation process with

## Origins and objectives

When club licensing was first introduced in 2004, it was a set of criteria that clubs had to fulfil to be eligible for UEFA's club competitions. Since then, the system has developed extensively, and is now a fundamental part of how clubs operate.

In a constantly evolving football environment, and in the face of an increasingly unsustainable financial situation, stakeholders pushed for more financial regulation, leading the UEFA Executive Committee to unanimously approve a financial fair play concept in September 2009. A year later, the UEFA Club Licensing and Financial Fair Play Regulations came into force, as European club net losses escalated to €1.7bn.

These regulations have regularly been updated to preempt financial trends in European club football, yet the fundamental principles remain the same:

- Improve clubs' finances; increase their transparency and credibility;
- Highlight the protection of creditors and ensure that clubs punctually pay employees, social/tax authorities and other clubs;
- Introduce more discipline and rationality in club football finances;
- Encourage clubs to operate using their own revenues;
- Encourage responsible spending for the long-term benefit of football;
- Protect the long-term viability and sustainability of European club football.

UEFA member associations, the European Club Association (ECA), European Leagues, and the players' body FIFPro Division Europe. The UEFA member associations were consulted through the Club Licensing Committee, its working group and club licensing and financial fair play workshops, while there was a highly positive collaboration with the dedicated ECA financial fair play panels and the European Leagues' financial fair play working group.

## Key amendments

- Youth football: Various changes were made to the new regulations to improve youth development and youth players' welfare. These include a child protection and welfare policy, the quality evaluation of clubs' youth development programmes, an increased number of qualified youth coaches, and enhanced medical supervision.
- Women's football: To support women's football in Europe, contribute to its

further development and tackle existing issues, a dedicated club licensing system for the UEFA Women's Champions League will come into force in June 2019 after a transition period.

- Transparency: To improve comparability and good governance, clubs are now required to publish detailed financial information on their, or their licensor's, website detailing total amounts paid to agents/intermediaries, as well as the latest annual audited financial information.
- Harmonisation of accounting principles: New prescriptive accounting requirements for key football activities were added to the regulations to address the difference

in accounting treatments that can impact a club's break-even result. These include player registrations, player impairment, and expense and revenue recognition.

- Reduction of the financial fair play assessment time gap: On account of experience in recent years, it was felt that the overall financial fair play assessment time needed to be addressed. This change was therefore aimed at shifting from an a posteriori to an a priori assessment of the break-even requirement. The aim was to reduce the time needed to evaluate a club's financial statements, instead of waiting sometimes over a year before drawing any conclusions. This provision is triggered by two new indicators that ►

## Youth football in the spotlight

UEFA believes that youth development may be one of the most important factors of sustainability and success. The foremost priority in the review process was to understand key determinants of success for youth academies and the way they operate, as well as establish relevant criteria that could added to the regulations.

So, extensive research was conducted in-house in the 2016/17 season to identify these success factors. It showed that youth

development is significant in a sustainable business model, and is an effective way to reduce short-term planning and financial dependency at club level. Furthermore, the results indicated that there was a need to reinforce regulatory measures, and enhance both football and non-football educational programmes for players.

The 2018 regulations now require clubs to have their youth development programmes assessed to ensure that they are up to standard. An increase in the number of qualified youth coaches was also introduced. The new

Article 23bis, 'Child protection and welfare', aims to safeguard the welfare of youth players and ensure a safe football environment. Finally, medical requirements have also been reinforced to ensure better healthcare, with mandatory medical checks now required every year for all players above the age of 12, the maintenance of medical records, and the appointment of a youth team medic at club level.





highlight the net player transfer balance in any given transfer window, and the level of debt in comparison with the operating earnings generated by the club.

Over the course of the year, the financial monitoring and compliance unit collected financial data on overdue payables and break-even information from approximately 700 top-division clubs. As previously, the financial contributions withheld and/or paid by clubs in a given season under their settlement agreements were redistributed to the compliant clubs

taking part in that season's UEFA club competitions, on the basis of a redistribution mechanism ratified by the UEFA Executive Committee. This resulted in €6m being redistributed in December 2017. Since this redistribution mechanism was introduced in September 2014, an extra €68m has been paid out to clubs.

The Club Financial Control Body investigatory chamber met 11 times from August 2017 to June 2018, and was charged with applying and assessing the club licensing system in all 55 UEFA member associations, as well as

monitoring clubs' fulfilment of the break-even requirements.

The chamber's Compliance and Investigation Activity Report 2015–17 (Bulletin 2017) was published in spring 2018, offering insights into activities conducted over two seasons. The chamber also opened investigations into five national associations for alleged breaches of club licensing obligations, and reviewed a voluntary agreement application by one club. Four clubs were also reported for not fulfilling the club licensing criteria, and another club for its overdue payables during the 2017/18 season.

Financial fair play: an update

Figures for 2017 highlight the success of UEFA's efforts to improve the financial health of European clubs. When the financial fair play rules first came into force, European clubs were in a precarious financial situation, with reported net losses of €1.7bn in the 2011 financial year, in addition to high levels of payables overdue to other football clubs, employees and social and tax authorities. The level of overdue payables has dropped by more than 80% since 2011.

The success of UEFA's financial fair play activities was illustrated by figures showing that, for the first time on record in 2017, European top-division club football was in the black. These figures, compiled by UEFA's financial sustainability and research division, analysed the finances of 718 top-division clubs in Europe, and covered the period up to and including December 2017. They showed a €600m combined profit for the clubs in 2017, which is an outstanding improvement since 2011. The latest figures show positive developments in other areas as well, with 28 of the 54 top-division leagues being profitable in 2017. This highlights the success that financial fair play has had since its inception, when only eight were profitable. Furthermore, European club football had previously never added so much revenue in one year: a €1.6bn increase in 2017. This means European clubs now earn seven times more than 20 years ago. The fact that revenues increased faster than wages for the fourth time in five years illustrates that clubs have remained

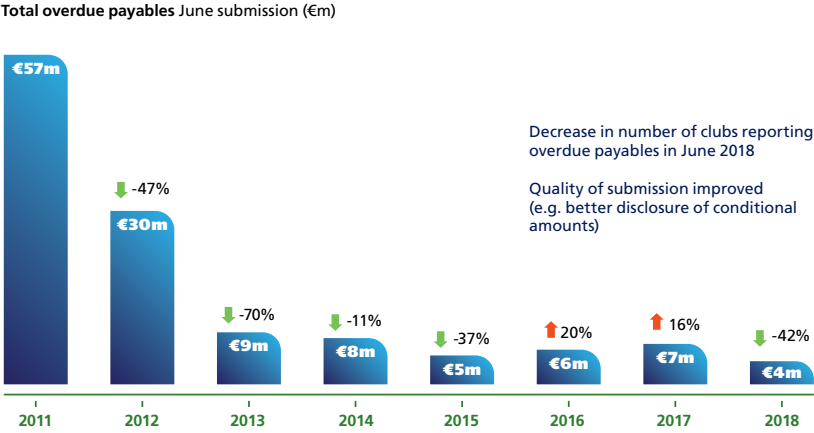
prudent and controlled costs as part of the financial fair play ecosystem. Overall, the financial results of European clubs have improved in each and every one of the six years since the introduction of financial fair play, with club balance sheets strengthening significantly (net equity doubling), and the net debt-to-revenue ratio plunging from 65% to 35%. The facts speak for themselves, and answer many of the critics who considered the project too ambitious and challenging to implement. The results also explain why the project continues to receive almost universal support among football stakeholders. It is, however, important for UEFA and the clubs to avoid complacency. And to recognise financial fair play for what it is: a financial control system designed to reduce the worst excesses, rather than an attempt to make clubs more equal or address other challenges faced by club football. The 2018 Club Licensing and Financial Fair Play Regulations are the ideal that UEFA aims to strive for.

Giving back

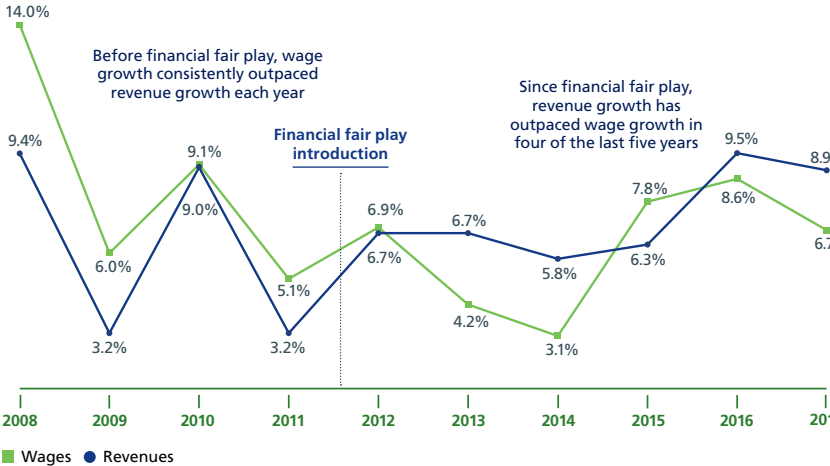
UEFA distributed €13.53m to its member associations through the HatTrick programme's yearly solidarity payments for implementing the UEFA club licensing system. In practical terms, the support included assistance visits to six UEFA member associations over the course of the season. It staged club licensing and financial fair play workshops in Italy, Moldova, Montenegro and Northern Ireland, and also hosted representatives from the South American confederation, CONMEBOL, and the Asian Football Confederation to encourage knowledge sharing and assistance between the various confederations' licensing administrations. To support the development of disability access officers (a requirement under Article 35bis of the Club Licensing and Financial Fair Play Regulations) in football clubs and national associations, meanwhile, a Disability Access Officer (DAO) Handbook was published in September 2017 in collaboration with UEFA's social responsibility partner, the Centre for Access to Football in Europe (CAFE).



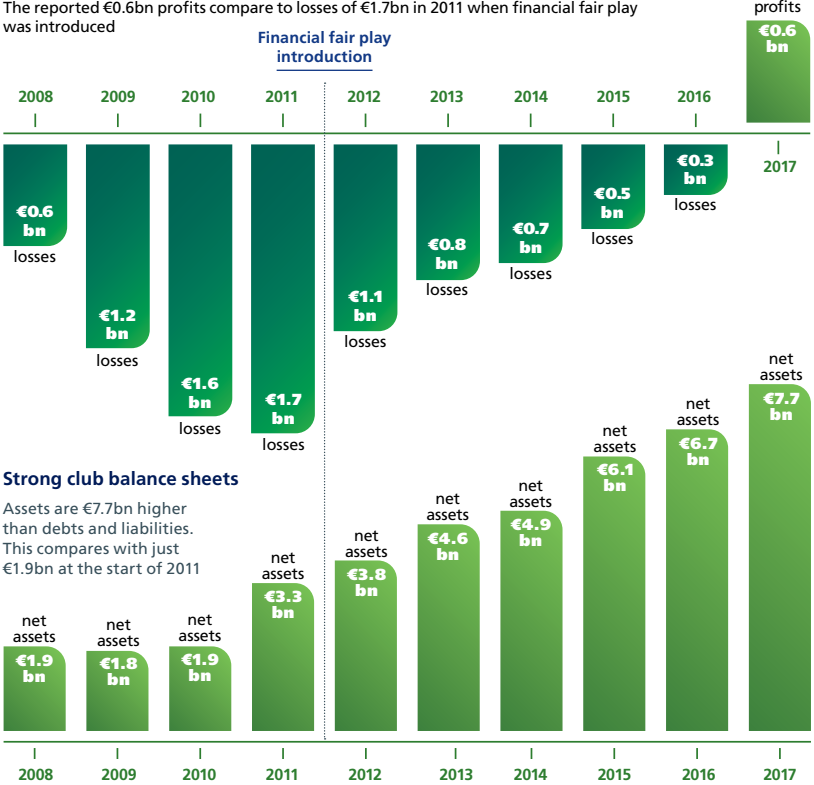
Significant reduction in overdue payables since 2011  
(further significant reduction in deferred amounts)



Strong increase in revenues  
For the fourth time in five years, revenues increased at a faster rate than wages



European top-division club football profitable (after transfers) for the first time





# OPERATING THE GAME

**82** Working with LOCs

**86** Pitch manager

**87** Ticketing

**88** Match for Solidarity

**90** Marketing activities  
and sponsorship

**94** Media rights and  
production services

**95** Digital





WORKING WITH LOCAL ORGANISING COMMITTEES

# SUCCESS ON AND OFF THE PITCH

UEFA's partnerships with local organising committees (LOCs) resulted in another successful year of UEFA youth competitions, with men's and women's final tournaments taking place across Europe.

As the reputation of UEFA's youth competitions for improving the standard of football at Under-17 and Under-19 levels continues to grow, more and more national associations regard these events as an opportunity both to put the continent's finest young footballers through their paces, and to strengthen their own credentials as host nations.

Up to ten national associations have been known to submit bids to host the same UEFA youth competition final tournament, which means that a strong and compelling bid dossier is crucial to gain UEFA's seal of approval.

Four UEFA youth final tournaments at Under-17 and Under-19 levels were held during the 2017/18 season in the following host countries: Georgia (European Under-19 Championship, 2–15 July 2017), Northern Ireland (European Women's Under-19 Championship, 8–20 August 2017), England (European Under-17 Championship, 4–20 May 2018) and Lithuania (European Women's Under-17 Championship, 9–21 May 2018).

Each national association bidding to host any of these final tournaments was required to satisfy a number of criteria, including as regards the overall tournament concept, the association's motivation to host the tournament, the long-term development and post-tournament legacy, and the commitment of the host city or cities to staging the event.

Another key consideration in the bidding process is the relationship between UEFA and the LOC, and how strong lines of communication between the two can ensure that the tournament ultimately delivers.

UEFA invites future tournament organisers to play an active role in the running of the equivalent tournament the year before, so as to facilitate a successful transfer of experience from one host to another. The Georgian Football Federation – hosts of the European Under-19 Championship finals in 2017 – benefitted from such an arrangement during the staging of the 2016 final tournament in Germany. ►





What is more, UEFA's youth competition final tournaments are increasingly becoming well-attended affairs. Over 50,000 spectators made their way to games during the Under-17 final round in England, with the hosts' semi-final match against the Netherlands attracting a crowd of nearly 8,000. Even with low ticket prices – junior tickets were available for as little as £2 – net ticketing revenue alone amounted to more than £50,000. TV coverage was similarly impressive, with 1m viewers tuning in for the final, and matches being broadcast in more than 100 territories.

As well as the immediate benefits, these tournaments provide a perfect platform for LOCs to test processes and procedures that can be implemented at future events, and give the staff of national associations the opportunity to gain vital experience in large-scale tournament organisation. The English FA, for example, is looking to apply some key lessons from hosting the European Under-17 final tournament when it comes to organising EURO 2020 matches.

The action on the pitch is, naturally, influenced by the condition of that pitch, and effective infrastructure is crucial to a successful international youth tournament. Throughout the 2017/18 season, UEFA worked with LOCs to improve local infrastructure and guarantee high standards of organisation and delivery.

At the Gori Stadium in Georgia, for example, a brand-new floodlighting system was installed before the start of the Under-19 final tournament, while at Lithuania's Siauliai Central Stadium, the players' changing rooms were refurbished in time for the Women's Under-17 finals.

Significant improvements were made in Northern Ireland as well, with the pitch at the Ballymena Showground enlarged prior to the Women's Under-19 final round.

The effects of improvements to infrastructure like these will be felt long after the final whistle has been blown.



The legacies of these tournaments are a crucial component of UEFA's vision and are perhaps most apparent in the context of women's football. In Northern Ireland, coverage of the Women's Under-19 final tournament was taken to new heights with expanded TV coverage and streaming of matches, alongside strong levels of engagement with local and international media.

For national associations such as Lithuania and Georgia, meanwhile, the legacy of hosting youth tournaments can be felt through the long-term knowledge gained in areas such as transport and accreditation. The effect on domestic leagues cannot be underestimated either, as organisational methods and best practices are passed down to club level.

While not all youth players go on to enjoy professional careers in football, these tournaments are still a chance for them to compete against and interact with peers from diverse backgrounds, and for many it is their first experience of travelling abroad. At the Women's Under-19 finals in Northern Ireland, a players' party at Culloden Estate allowed the girls to take their minds off football for a couple of hours and socialise with the other teams. A special train was chartered for all the teams, officials and staff members to get them to the venue in time for the party.

Education, integrity and respect are cornerstones of UEFA's youth tournaments, and these core tenets were promoted by the LOCs in various ways, including through the use of tournament ambassadors and mascots, promotional campaigns on digital and social media channels, and grassroots activities, among many others.

In order to maximise the educational value of such tournaments for the young players taking part, integrity seminars covering topics such as anti-match manipulation and anti-doping were organised for all the teams taking part. The participating national associations also worked closely with schools to ensure that players did not fall behind with their lessons while away at tournaments abroad.



## PITCH MANAGER

SETTING  
THE STAGE

The pitch manager is one of the unsung heroes of a UEFA showpiece final, tasked with ensuring the perfect platform for the footballing product we see screened across the globe.

There are many unsung heroes who work to create the spectacle that millions enjoy every year at the European club finals. One of these is the pitch manager. This is a job that entails working on-site at a venue, gaining a swift understanding of the stadium at pitch-side level, the quality of the pitch, and the work done by the groundkeepers and the local organising committee (LOC), bringing all necessary conditions together.

In 2018, three pitch managers were appointed for the UEFA Europa League final, UEFA Champions League final and the UEFA Super Cup.

The pitch managers assigned to Lyon, Kyiv and Tallinn respectively were tasked with creating a trustworthy pitch map to distribute to all stakeholders. In close cooperation with two other UEFA competence centres – safety, security and services and access management – the pitch managers ensured that local safety regulations were complied with on the pitch map (evacuation routes, emergency gates, access channels), including the positioning of the medical and emergency services around the pitch.

There are many responsibilities in the lead-up to a UEFA showpiece event.

These include organising one-on-one meetings with all pitch-related competence centres to gain a full understanding of their needs in a specific stadium for a specific final. In addition to the two mentioned previously, the main competence centres are: football operations, TV production, media operations, ceremonies, technical services, signage, sponsor operations, ICT and the relevant stadium operator counterparts.

Another important part of the job is to organise a cluster meeting with the event project leader and all pitch-related competence centres to anticipate and clarify any potential clash or overlap. For instance, if the technical services team is required to install cabling around the pitch, input should be sought from TV production, media operations and football operations teams before deciding on the best location. This is then coordinated by the pitch manager.

Other essential tasks include organising and leading the pitch organisational meeting(s); attending all rehearsals (for the opening ceremony, players' walk-on, handshake procedures, trophy presentation and cup ceremony); coordinating the pre-/post-match activities; managing and distributing additional pitch-access devices; maintaining

Preparing for a UEFA  
Champions League final

close contact with access management and safety, security and services, and helping to maintain an adequate level of stewarding around the pitch.

It is, in short, a non-stop task, with the pitch manager acting as the 'eyes and ears' of the event project leader from the days heading up to the match through the pre-match activities (including the opening ceremony), to the match itself and, finally, the post-match activities (including the cup ceremony). There is no medal at the end of it, but plenty of satisfaction for a job well done.

## TICKETING

## TICKETING GOES HIGH TECH

UEFA's ticketing team implemented a more streamlined and sophisticated ticketing system ahead of UEFA EURO 2020.

As well as overseeing the development of a new blockchain app to deliver mobile tickets (see below), UEFA's ticketing team spent the 2017/18 season preparing the ticketing system for UEFA EURO 2020. With the tournament being played in 12 different cities all over Europe, the aim was to enhance the system to give fans the chance to purchase tickets through one unique portal on EURO2020.com. Moreover, the new system will be capable of processing different VAT rates and other country-specific elements when dealing with ticket orders. The developments have now been completed, and the system is undergoing final tests in time for the first ticket sales in June 2019. UEFA's ticketing team also visited 11 of the 12 EURO 2020 venues to accurately mark every seat on

the stadium plan in the ticketing system, to ensure that the same seat is not sold twice. Meanwhile, UEFA marked 1,000 days to go until UEFA EURO 2020 in September 2017 by inviting fans to register their interest in purchasing tickets for the tournament. At the time of writing, 100,000 fans from more than 150 countries had done so.

On the club competition side, the UEFA ticketing team was instrumental in the success of the 2017/18 UEFA club competition finals. The UEFA Super Cup in Skopje, the UEFA Europa League final in Lyon and the UEFA Champions League final in Kyiv all sold out in rapid time, allowing huge numbers of fans to enjoy the occasion and create a great atmosphere inside the stadiums.

The insourcing of customer services, which are now managed solely by email, has also led to huge improvements in dealing with the needs of supporters. While in the past, customer service providers were sourced for each event, these services are now handled by UEFA centrally, providing the same standard and quality for all matches.

In order to successfully carry out all its tasks and responsibilities, the UEFA ticketing team grew from 5 to 12 members during the 2017/18 season, with further additions expected in 2018/19.

## Ticketing made smart

UEFA is always in search of new ways to improve the efficiency of ticket sales and distribution, particularly by embracing the latest technological developments. For the UEFA Europa League final in Lyon, UEFA sought to make its ticket distribution process safer and simpler by designing, developing and implementing a bespoke blockchain-based ticket distribution system, providing a secure service for fans and preventing the replication and duplication of tickets.

This test involved half of the UEFA Europa League final tickets

on sale to the general public. By downloading a blockchain-based dedicated iOS and Android app, fans could open the app on their mobile phones, switch on Bluetooth and gain access to the Parc Olympique Lyonnais.

Following the success of the test event in Lyon, plans were put in place to fully implement the system for the UEFA Super Cup in Tallinn in August 2018, with all match tickets sold to the general public processed through blockchain.





MATCH FOR SOLIDARITY

# DELIVERING A UNIQUE CHARITY EVENT

The successful staging of the inaugural UEFA-United Nations Match for Solidarity highlighted the importance of an efficient and well-drilled operations process.

Recognising football's power to unite people all over the world, one of UEFA's key aims is to use the immense popularity of the game as a means to bring about social change.

The inaugural UEFA-United Nations Match for Solidarity in April 2018 was therefore an opportunity for UEFA to reaffirm its commitment to changing the world for the better.

The Match for Solidarity is a continuation of the Match Against Poverty, a charity event organised from 2003 to 2015 under the patronage of the United Nations Development Programme, with support from UEFA and FIFA. Under its new guise, the 2018 event saw two star-studded teams captained by Portuguese star Luís Figo and Brazilian legend Ronaldinho go head-to-head at the Stade de Genève in Switzerland.

What made the Match for Solidarity different from its predecessor was its comprehensive and multifaceted concept, featuring not just the match itself, but also a gala dinner and a unique digital football auction. Appealing to a wide audience, this approach contributed to its success.



While a bumper crowd of 23,654 fans made it a hugely successful first Match for Solidarity – helped by the low ticket prices, which could be bought for as little as 10 Swiss francs – none of it would have been possible without months of careful planning, preparation and organisation.

This included close collaboration between a number of different partners: UEFA and the UN to lead the project, the main venues (the stadium, the official hotel, the UN Office at Geneva), Geneva airport to ensure the smooth arrival of fans and guests, local authorities, public safety bodies and

**“Football can play a vital role in improving lives. The Match for Solidarity has demonstrated just how our sport can act as a force for social good.”**

**Aleksander Čeferin**  
UEFA President

security forces, along with suppliers and service providers.

The match itself featured the usual on-site functions expected at a regular UEFA event. Behind the scenes, however, a comprehensive security strategy had to be prepared and submitted to the Geneva authorities before the event was given the green light, while logistics were organised for the players, coaches and referees involved in the match.

With help from its regular partners, UEFA organised flights to Geneva and local transfers within the city, and the Grand Hotel Kempinski provided guests with rooms, as one of the event's official sponsors. UEFA's legal affairs division also drafted numerous contracts, service agreements, purchase orders and a memorandum of understanding in advance of the match.

Once logistics issues outside the stadium had been taken care of, there was still the small matter of preparing the venue for the

match. A signage team was deployed on-site a few days before the event to prepare the Stade de Genève, decorate it with the official event branding, and install directions and LED boards around the pitch. To keep costs to a minimum, creative solutions were found so that some material was recycled from previous events, while printed documents for the match, the auction and the dinner were produced in UEFA's internal printing centre. Suppliers also made a significant effort by cutting their margins on products and/or services, donating them or invoicing them at cost.



In addition to being streamed live over UEFA channels, the match was broadcast live on 13 TV channels in Europe, Asia and South America. This required outside broadcast vans and UEFA TV production staff to be on-site the day before the match, so that cables could be installed and cameras positioned.

As matchday arrived, security guards started locking down the stadium's outer perimeter. The accreditation desk opened soon afterwards to verify IDs and distribute passes to all volunteers, media representatives, and catering and service staff. With kick-off approaching, fans were able to buy last-minute tickets either from the on-site ticket booth or using a smartphone app that delivered e-tickets straight to their devices, while local police officers locked down the streets around the stadium to allow fans safe access.

After the match, 250 guests were invited to attend a gala dinner at the Grand Hotel Kempinski, where the UEFA president and the director general of the United Nations Office at Geneva (UNOG), Michael Møller, gave speeches. Highlights of the evening included a group of autistic children, who delivered a thank-you message to the donors, and disabled pan flute player Michel Tirabosco, who performed a version of the UEFA Champions League anthem.

The dinner was followed by the auction proceedings, comprising a digital auction, which went online a few weeks before the event and was open to bidders from around the world, and a silent and live auction, both of which took place at the dinner. The entire Match for Solidarity event – the match, sponsorship, auction, dinner



**12/12/2017:** Press release and announcement of the captains, coaches and match referee

**21/01/2018:** Security strategy delivered to authorities

**13/02/2018:** Press conference at the UN Office at Geneva to announce the start of ticket sales

**21/03/2018:** Opening of media accreditation

**02/04/2018:** Opening of online auction

**20/04/2018:** Matchday -1 press conference at the Grand Hotel Kempinski in Geneva

**21/04/2018:** Match for Solidarity and gala dinner

**21/09/2018:** Final accounts and books closing

and donations – helped UEFA raise a total of €684,000, which was redistributed to the UEFA Foundation for Children to support local and international charities.

Last but not least, the active voluntary contribution of around 100 UEFA staff along with some UN staff (who joined on matchday) was instrumental to the delivery of the event. Some of these volunteers became involved in areas where they had no prior experience.

The Match for Solidarity required the involvement of many divisions, units and domains of expertise within UEFA such as project management, legal affairs, finance, marketing, sponsorship, communication, TV production, travel and accommodation, guest management, ticketing, safety and security, match operations, refereeing, and services. This willingness on the part of the UEFA staff to support a good cause beyond the scope of their daily duties went a long way to making the first Match for Solidarity a success.





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MARKETING ACTIVITIES AND SPONSORSHIP

## NEW NAMES SIGN UP FOR NEW CHAPTER

With a fresh cycle of UEFA club competitions and the UEFA Nations League kicking off, the marketing division sealed sponsorship agreements with a number of new partners.



The approach of a new cycle for the UEFA Champions League and UEFA Europa League meant that the marketing division was busy completing sponsorship agreements during the 2017/18 period.

The 2018–21 UEFA Champions League cycle is marked by the successful renewal of Heineken, Nissan, PepsiCo, Mastercard, Gazprom and PlayStation as partners, while Banco Santander and Expedia Group become new UEFA Champions League partners.

Banco Santander allows the UEFA Champions League to further engage with football fans in Latin America and elsewhere around the world, while Expedia Group offers exciting opportunities for UEFA to expand its digital offering.

All agreements include the UEFA Super Cup, UEFA Youth League and the renamed UEFA Futsal Champions League. For the UEFA Europa League, Kia Motors becomes a new partner for the next three seasons,

joining Amstel, FedEx, Hankook and Enterprise Rent-A-Car, which all renewed their sponsorship of the competition for the 2018–21 cycle.

Booking.com, meanwhile, becomes the official accommodation and attractions booking partner for all men's national team events, including UEFA EURO 2020. This partnership will bring travel experience to a different level by helping fans to easily plan and organise their trips to and around the 12 EURO 2020 host cities.

UEFA EURO 2020 will place the most rigorous demands on mobility, and UEFA's new deal with Volkswagen, with its considerable experience in football, will therefore be of great benefit to the tournament.

UEFA are delighted to confirm that Socar and Hisense have renewed their national team football partnerships for the forthcoming 2018–22 cycle, in the energy and electronic goods categories

respectively, while Alipay were warmly welcomed as the latest national team football sponsor, in the payment system category.

The arrival of the UEFA Nations League has brought other fresh challenges, and brand, trophy and graphics packages were all delivered in advance of the start of the new competition. Whereas this competition represents a new adventure, the UEFA Champions League's popularity is long established – and the UEFA Champions League trophy tour serves to underline its worldwide allure. The 2018 tour, presented by Heineken, began in Mexico in March and continued to Ivory Coast, Paraguay, Cambodia, Malaysia and, finally, Ethiopia. The tour was supported by an impressive cast of former winners: Fernando Morientes, Alessandro Del Piero, Michel Salgado, Ruud van Nistelrooy, Carles Puyol and Ronaldinho. The official UEFA Champions League final viewing parties also provided an exclusive and engaging experience for fans in Brazil and China.

Sponsors for 2015-18 cycle



**UEFA Champions League**  
Heineken, Gazprom, Nissan, Mastercard, Sony PlayStation, PepsiCo, UniCredit



**UEFA Europa League**  
FedEx, Hankook, UniCredit, Amstel, Enterprise Rent-A-Car



Licensing: collective boost from collectables

The commercialisation process was launched for collectables (sticker albums, trading cards, etc.) for the 2018–22 period, with 48 of the 55 UEFA member associations signing up. In the process, the national associations' revenue from collectables has at least

doubled, and even those associations that previously generated no revenue from collectables will now earn at least €50,000. The marketing division's objective for 2022–26 is to have all 55 member associations taking part.

≥100%  
rise of collectables revenues  
for member associations  
(2018-22)





MEDIA RIGHTS AND PRODUCTION SERVICES

# BROADCAST SUCCESS AND MEDIA RIGHTS MILESTONES

The host broadcast operation for the UEFA Champions League final in Kyiv was a highlight of a profitable year, among many others.

Over the course of 2017/18, UEFA's rights-holding broadcast partners televised 513 matches in the UEFA Champions League, UEFA Europa League and European Qualifiers alone. Across the season, the UEFA Champions League notched up an average global matchday audience of 129m viewers, and the UEFA Europa League an average of 43m. The showcase UEFA Champions League final between Real Madrid CF and Liverpool FC in Kyiv achieved a total audience of 160m – 29m more than for the Super Bowl LII.

For both the UEFA Champions League final and the UEFA Super Cup match, the UEFA media rights and production services team took charge of the full host broadcast operations, while the UEFA Europa League final was delivered by French broadcaster M6, working in close conjunction with the UEFA team. All three finals were delivered using a single dual-format HD and UHD/4K outside broadcast van, with 40 cameras installed at the NSC Olimpiyskyi capturing every moment of the match.

If that was an achievement of note, it was not the only one. The previous summer, the team oversaw the successful delivery of 31 matches during UEFA Women's EURO 2017 in the Netherlands in conjunction with the host broadcaster, Eurosport. Just days after that event concluded, the 2017/18 UEFA club competition season began, with UEFA conducting the host broadcast operation for the 2017 UEFA Super Cup game between Real Madrid CF and Manchester United FC in Skopje.

DIGITAL

## UEFA's digital offering enters new era

The marketing division's newest unit continues to innovate with the launch of the UEFA Digital Hive project.

The new 2018–21 club competition cycle signalled the launch of UEFA's cross-competition Digital Hive content aggregation tool. Operating as a complete centralised content acquisition, management, publication and distribution solution operating across all platforms, broadcast partners will now be provided with more content from each matchnight, faster than ever before, through this innovative media server.

Additional digital services for the UEFA Champions League, UEFA Europa League, UEFA Nations League and European Qualifiers were all defined and communicated to UEFA broadcast partners and sponsors. Invitations to tender (ITT) – including one for a UEFA.tv over-the-top (OTT) concept – went out to the market and a consultation process was completed to identify potential providers.

UEFA's digital strategy was also on the agenda of the Marketing Advisory Committee, which met twice during the period under review, in November 2017 and April 2018. The presentation of the strategy was well received by the committee members, who were asked to consider offering 'digital centralisation' (production, service provision and UEFA.tv) to all UEFA member associations.

The committee also received a presentation on e-sport and was in favour of a national e-sport concept, with a concrete proposal to be presented at a future meeting.

**UEFA.tv on YouTube**  
In terms of digital output, more than

49m minutes of live streaming (4.3m views) and more than 295m minutes of on-demand video (119.5m views) were watched on UEFA.tv (YouTube) during this period.

Viewers in 'unsold' markets (i.e. in those territories where UEFA did not have a broadcast partner, or where UEFA sold the rights on a 'co-exclusive' basis) were able to watch the UEFA Youth League (39 matches in total), UEFA Women's Champions League final, UEFA Futsal Cup (two semi-finals, the third-place match and the final), the semi-finals and finals of the UEFA European Under-19 Championship, UEFA European Women's Under-19 Championship and UEFA European Women's Under-17 Championship, and the UEFA-UN Match For Solidarity.

The UEFA Champions League and UEFA Europa League draws were also streamed globally, receiving 3.8m and 850,000 views respectively, and more than 20m and 3.5m minutes of watch time respectively. The UEFA Nations League league phase draw – also shown live and as video-on-demand – received nearly 1m views, with over 800,000 minutes of watch time.



UEFA's coverage of its main club competitions, the UEFA Champions League and UEFA Europa League, as well as the European Qualifiers, included all the draws plus more than 180 hours of additional programming for UEFA Champions League broadcast partners, and 130 hours for UEFA Europa League partners. Additionally, 1,854 hours of digital content was made available to broadcast partners in 2017/18 (including 1,110 hours for the UEFA Europa League).

Preparations for the UEFA Nations League were another focal point for the team. Key milestones included the draw for the league phase in January 2018, the unveiling of the brand identity (a dynamic, colourful flag and the motto 'Every game counts'), and a broadcast partner workshop.

### Revenue achievements

<b>€3.2bn</b> media rights and sponsorship for UCL and UEL per season in 2018-2021	<b>€663k</b> sales for UEFA Futsal EURO 2018	<b>€1.9bn</b> for the 2018-2022 national team football portfolio (Nations League, European Qualifiers, friendly matches)
<b>34%</b> increase compared with 2015–2018	<b>200%</b> increase compared with the 2016 final tournament	



# THE SEASON IN STATS

A comprehensive list of key statistics from the elite club competitions and national team competitions during the reported period, which generated a total cumulative audience of almost 3 billion.

	 Matches played	 Goals scored	 Average attendance	 Cumulative audience
 CHAMPIONS LEAGUE	125 <i>From group stage on</i>	401	45,919	2bn
 EUROPA LEAGUE	205 <i>From group stage on</i>	556	22,182	642m
 WOMEN'S EURO 2017	31	68	7,744	177.8m
 SUPER CUP SHOHIC 2017	1	3	30,421	46.8m
 FUTSAL EURO SLOVENIA 2018	20	91	4,544	23.7m
 UNDER-19 CHAMPIONSHIP GEORGIA 2017	15	39	3,580	15m
 YOUTH LEAGUE	167	566	1,079	10.2m
 UNDER-17 CHAMPIONSHIP ENGLAND 2018	31	73	1,855	4.1m
 WOMEN'S UNDER-19 CHAMPIONSHIP NORTHERN IRELAND 2017	16	52	1,152	3.1m
 WOMEN'S CHAMPIONSHIP 2018	61	212	2,494	1.9m <i>Final match</i>
 WOMEN'S UNDER-17 CHAMPIONSHIP LITHUANIA 2018	16	61	704	683.6k
 FUTSAL CUP	76	491	1,095	396.4k <i>Final four matches</i>





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Grandson, Switzerland







UEFA  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland