

UEFA  
women's  
football

UEFA WOMEN'S FOOTBALL STRATEGY 2024-30

# UNSTOPPABLE



A six-year plan towards a sustainable ecosystem



# Contents

03	FOREWORD BY ALEKSANDER ČEFERIN
04	MESSAGE FROM NADINE KESSLER
05	WELCOME TO UNSTOPPABLE
10	WOMEN'S FOOTBALL TODAY
13	OUR VALUES
14	OUR 2030 MISSION
15	OUR 2030 GOALS
16	OUR STRATEGIC PRIORITIES
25	OUR ENABLERS
26	DATA AND MEASURING SUCCESS
27	UEFA WOMEN'S FOOTBALL TIMELINE
30	STRATEGY ONE-PAGER







# Foreword

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**The launch of Unstoppable, the UEFA's new women's football strategy, comes at a complex time for the sport worldwide, influenced by rapid technological advancements, unpredictable markets and growing expectations. Now more than ever, it is essential to uphold the true values of our game and the European sports model, particularly the strong bond between grassroots and elite levels, as this connection is vital to the game's future. As you will see, these values are deeply rooted in the heart of this strategy.**

Women's football in Europe has shown remarkable resilience in recent years in the face of numerous challenges, showing steady growth due to a thoughtful approach, increased investment, and a dedication to making the sport more welcoming for everyone. The results speak volumes - outstanding matches, record-breaking attendances, and increased visibility through the UEFA Women's EURO and Women's Champions League reflect the unstoppable progress of the women's game across the continent. But it isn't just only about records at the top - the already healthy base has kept growing, establishing and developing elite players, coaches and officials at a notable pace. It is no coincidence that European teams took the top three spots at the last World Cup.

As we enter on this exciting new era, we must continue with the same passion that has driven us this far. UEFA's dedication to the cause, as reflected in our United for Success 2024–30 strategy, remains as strong as ever. Our mission is simple - to help women's football gain a prominent place in the European sporting community.

Over the next six years, we aim to increase our investment in women's football while inspiring others to join in. The players will remain at the forefront, illuminating the path for future generations in their quest to secure trophies, achieve glory and reach their full potential. We will encourage the development of professional, financially sustainable leagues across Europe, fostering the long-term success of our world-class competitions and welcoming more fans to an incredibly devoted and loyal base. We do this not just to lay the groundwork for a sustainable future but to unlock the full potential of women's football.

There should be no limits to its growth — women's football is truly Unstoppable!

A handwritten signature in black ink, which appears to read 'A. Čeferin'. The signature is fluid and cursive, with a horizontal line above the first letter 'A'.

**ALEKSANDER ČEFERIN**  
UEFA President



# Message from Nadine Kessler

**It was unimaginable to many, but our success is no coincidence. It is a success earned by a relentless, committed and passionate team – the players, coaches, referees, fans and workforce who recognised the limitless potential of women's football. Without you, the game would not be where it is today.**

Together, we have laid foundations to be proud of. And yet there is so much more to do. This is exactly why we have developed Unstoppable, UEFA's new women's football strategy for 2024-30.

European women's football has never been in a better place. National teams and clubs are excelling thanks to enormous investments, improved competition structures and thousands of emerging professional playing opportunities. This was proven, in part, by the 416 players (56% of all players) that represented European clubs at the last Women's World Cup.

With over 700 competitive matches each season, UEFA's own competitions represent the pinnacle of European football and a sporting challenge without comparison. Additionally, Europe's ever-evolving domestic leagues are taking great strides in turning the women's game into a full-time profession across the continent. All this gives talented players even more reason to covet and kick-start a career in Europe.

The passion we have ignited for the brilliant football and the world-class players we see day in, day out have not only inspired future generations but also drawn unprecedented levels of interest

and investment into the game. Women's football in Europe has become a sport for the masses, attracting an ever-growing and diverse fan base, and partners that wholeheartedly contribute to its growth. Targeted development programmes cater for the surge in participation and popularity, to provide for the 2.97 million women and girls who have fallen in love with the game.

But in spite of our successes, the record-breaking achievements, the significant growth and the pioneering strides of many national associations and clubs, the game still has developed to varying degrees across the continent. There are still persistent challenges and obstacles to overcome. In some countries, women and girls continue to face significant barriers to participation, and even with the game's rapid rise and over 3,000 fully professional players, many more still struggle to make a viable living from the game.

Our achievements signal an exciting new era, and while our current "purpose over profit" mission remains, the goal must be to make "profit to drive purpose" or, put simply, to be financially sustainable and reinvest back into the game, to establish the women's football industry.

We must now build an interdependent and sustainable European women's football ecosystem that fosters competition and support both on and off the pitch, so that more than just a few can succeed. A sustainable, resourceful and well-structured environment to attract accountable investment dedicated solely to women's football, securing the long-term future and viability of

the game. And despite similarities with the men's game, we want to embrace our differences to become a complementary partner.

The stars are aligning, as women's football continues to win hearts and minds, moving people from all walks of life, it stands as the greatest advocate for positive social change and a more egalitarian society. Yet, women's football is not a charity, it's a commitment and both a subconscious and conscious choice to join a movement. A movement with an exponential growth trajectory and a business proposition that no one can turn a blind eye to any more.

There are many exciting milestones on the horizon. UEFA Women's EURO 2025 is set to captivate the continent and capture the world's attention with 500 million pairs of eyes on Switzerland. Our European club competitions are set for their biggest sporting and commercial overhaul to date. The Women's Champions League will be played in a dynamic and competitive league format and together with the launch of a second UEFA club competition, up to 91 clubs will have the chance to compete for European glory each season, with a new commercial model providing greater visibility, innovation and financial distributions.

To maintain momentum, we will expand our participation activities and double our investment in women's football development via the UEFA HatTrick programme to €66 million, raising standards even higher among national teams, domestic leagues and clubs.



Unstoppable is more than a strategy. It is our commitment to foster a community. It is our plan to make football accessible to all women and girls. It is our demonstration that there is already huge value associated with the game, and there will be even more so in the future, that it is possible to create a competitively and financially sustainable ecosystem, with the players at the heart of it.

It is our promise to keep investing, and collectively lead the game forward, with all European national associations, leagues, clubs, players, fans and partners part of our journey. Because women's football is Unstoppable, because we are Unstoppable!

**Nadine Kessler**  
Managing Director of Women's Football,  
UEFA

# Welcome to UNSTOPPABLE

We believe that women's football is unstoppable, with unprecedented growth, increased investment, more opportunities for players to excel, more eyes on the game and highly successful major international tournaments creating and fuelling the momentum we see today.

Our six-year plan aims to create a sustainable future for women's football in Europe by striking a necessary balance between initiatives that will serve the game in the short term and those that will develop it in the long term.

Women's football has gone from strength to strength following the launch of UEFA's first dedicated strategic framework – Time for Action – in 2019. After a four-year period of global upheaval that extended far beyond our sport, UEFA and the wider football community have worked together to produce a new strategic roadmap for the European women's game.

Unstoppable (2024–30) builds on the foundations laid by Time for Action (2019–24) and the unique opportunity we now have to increase investment, cement our direction and create a sustainable future for the next generation of players, coaches, referees, volunteers and fans.

This strategy sets bold and ambitious targets that will enable us to take the women's game to another level by 2030.



## The context

We have witnessed incredible success and immense change. While growth is evident at all levels of the game and in all corners of Europe, it has come at different paces and in different forms. We acknowledge that there is more progress to be made and that disparities in development require targeted responses.



## Growth

Key changes in European club and national team competitions have improved competitiveness, standards, commercial opportunities and visibility, as well as increasing investment and financial distribution. Growth can also be seen at domestic level, where more countries have set up national leagues with promotion and relegation, pointing to more playing opportunities and growing numbers of top teams in each European nation.

The top domestic leagues are moving towards professionalism, enlarging professional opportunities and building high-performance systems that attract talent from all over the world. Stadium attendances have reached all-time highs, mirrored by record TV and digital audiences, all supported by improved infrastructure, even greater investment and the emergence of a unique fan culture. The increased demands of the professional game mean that, rightfully, player welfare initiatives and research have gained ground and players are becoming household names, advocating for the game as a whole.

Perceptions are changing and women's and girls' desire to get involved in football has never been higher. This is particularly evident in countries and communities where barriers remain. Participation is rising thanks to an increase in the number of women's teams in clubs and schools, academy activities and other innovative engagement and education programmes. Meanwhile, there are more qualified and active coaches, specialist technicians and active match officials at every level of the game.

*See pages 10–13 for statistics on women's football today*





## Challenges

The development of the game is undeniable, but challenges persist. These challenges are not the same in every country, and fresh obstacles arise at different developmental stages. The solutions are not always identical but they are transferable. Women's football has already overcome countless hurdles and today's will be no different.

### Participation and talent development

We must establish inclusive pathways that provide modern, age-appropriate systems and environments in which to develop players, coaches and referees of sufficient quality and quantity. This is crucial to support women's and girls' well-being, participation in sport and healthy lifestyles, as well as enlarging the pool of professional players available for domestic and international competitions. Currently, women and girls in some parts of Europe have limited access to football, and the structures needed to identify talented high-potential players and to accelerate their learning and performance are not always available.

Increased and improved basic infrastructure, access to facilities and playing time, not to mention the inclusion of football for girls in clubs and schools, are essential to boost participation. Retaining players is another challenge, requiring targeted programmes and an enhanced playing experience. Teams of motivated, incentivised and skilled volunteers are also needed to ensure that the grassroots game thrives.

Top-quality coaches are paramount to growth, retention and success. Access to qualifications is often blocked by financial limitations, competing time commitments, and structural issues within coaching pathways. Referees face similar barriers. Clear routes need creating to increase numbers and fast-track high-potential candidates.

### Competitions and professionalisation

In sporting terms on a European scale, teams have never been better matched as the competitiveness of national team and club football increases. Bridging the remaining gaps is a focus for the future, as is helping more national associations, leagues and clubs turn women's football into a full-time profession and a sustainable investment proposition. Developing compelling competition structures, enhancing youth development programmes and raising standards are all essential to that effort. Club licensing systems and clear regulatory frameworks that protect and improve the game have yet to be adopted in every country, while league and club governance structures are diverse and evolving, leading to changing organisational and investment models at the highest levels of the game.

### Investment and commercialisation

External investment and revenue generated by women's football have increased over the last five years, complemented by continued growth in independent commercial revenues and partners finding innovative new ways of activating and supporting women's football. Yet there is still difficulty in generating revenue and engaging partners to finance the women's game, and the costs still outweigh returns, highlighting the need to move towards a more sustainable financial ecosystem.

### Fan culture

Translating peak attendances and audiences into consistently higher numbers across the whole season remains an objective. So does supporting the growth of an authentic and vibrant fan culture that reflects the uniqueness and identity of the women's game at both national team and club level. We must understand our current and future supporters better and improve experiences, services and information accordingly.

At the same time we must protect the identity of the women's game so that what makes its fan and player base unique remains. Women's football is understood to be inclusive, as shown by its wide fan-base demographics and the openness with which players embrace and engage with fans. It is progressive, as demonstrated by the values that its fans hold dear, namely gender equality, community and diversity. And it is resilient, given the many hurdles the sport's pioneers and its current champions have had to overcome to get the game to where it is today.







## The future

As we enter this new strategic cycle, we are excited for the future.

Unstoppable 2024–30 has been developed together with the whole football community. At its heart is a single unifying mission, four aspirational goals, and eight strategic priorities that address the game's core challenges and opportunities – statements of what success looks like – that will ensure the game is in an even stronger position by 2030 than it is today.



Our single biggest challenge is to make women's football a sustainable ecosystem; one that offers opportunities to participate at every level of the game, establishes professions in women's football and invites designated and accountable investment. All of this must be achieved while preserving the game's unique identity and the football community's shared sense of responsibility, cooperation and solidarity.

Each strategic priority comes with a targeted roadmap and concrete commitments. Collectively, they are also backed by continuous financial investment. Continuous monitoring, evaluation and review will ensure the strategy remains agile in response to global and football-specific influences to achieve our mission, deliver on our strategic priorities, and ensure long-term gains throughout the game.

**We have begun a journey together that now has a natural momentum; it is impossible to stop.**



# UEFA's strategic vision 2024–30, United for Success

Unstoppable aligns with UEFA's organisational strategy, United for Success 2024–30. Women's football is one of the organisation's seven strategic priorities, and commitments in other United for Success priority areas apply equally to the men's and women's games.

This dedicated women's football strategy supports UEFA's vision for European football as a whole to produce a thriving game across Europe.

**Vision**  
To lead a thriving game across Europe, inspiring all generations and strengthening society.

**Mission**  
To empower football's place in every community across Europe, preserving the integral link between grassroots football and elite competitions.

**Values**  
RESPECT | EQUALITY | OPENNESS | UNITY | EXCELLENCE | INTEGRITY | FAIRNESS



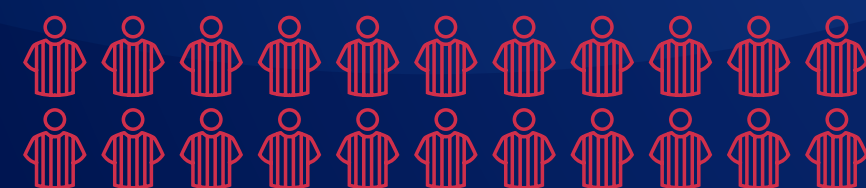


# Women's football today

The European landscape

## PARTICIPATION

(all data 2023/24)



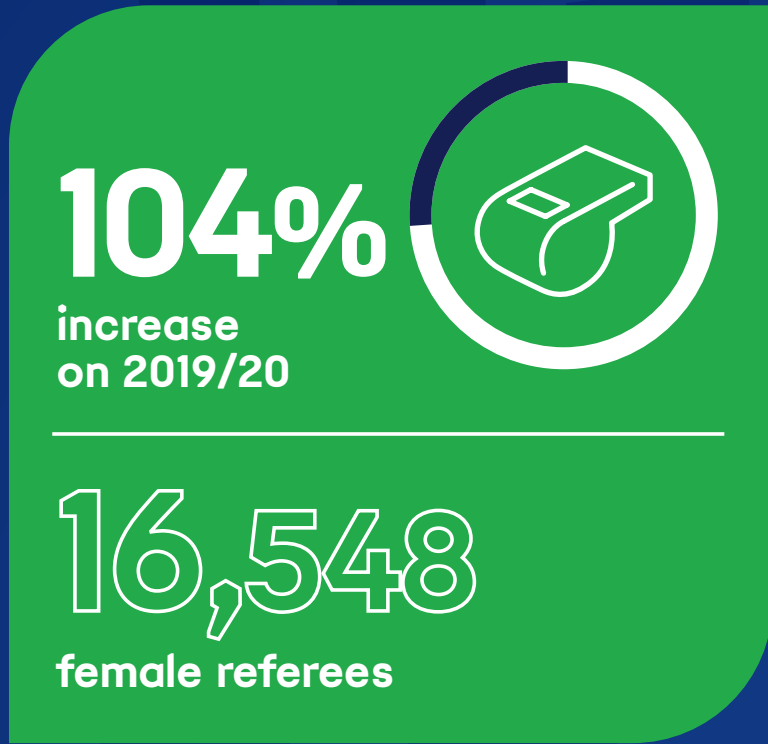
# 1.6m

registered players

0.35% of the female population

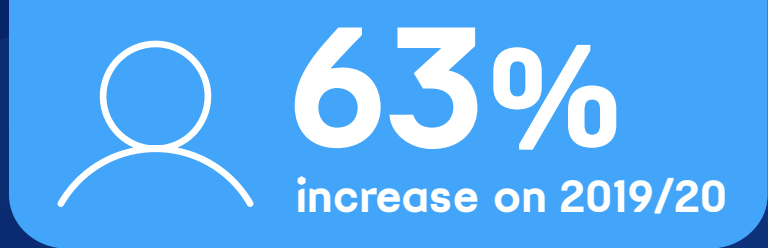
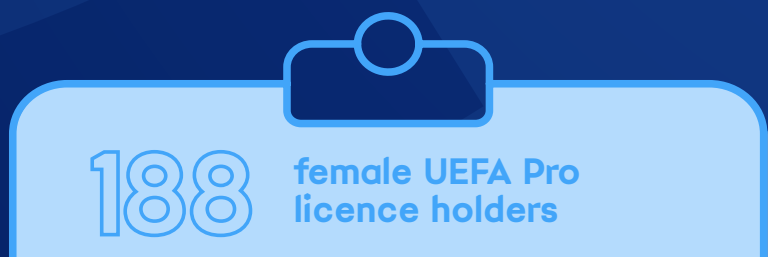
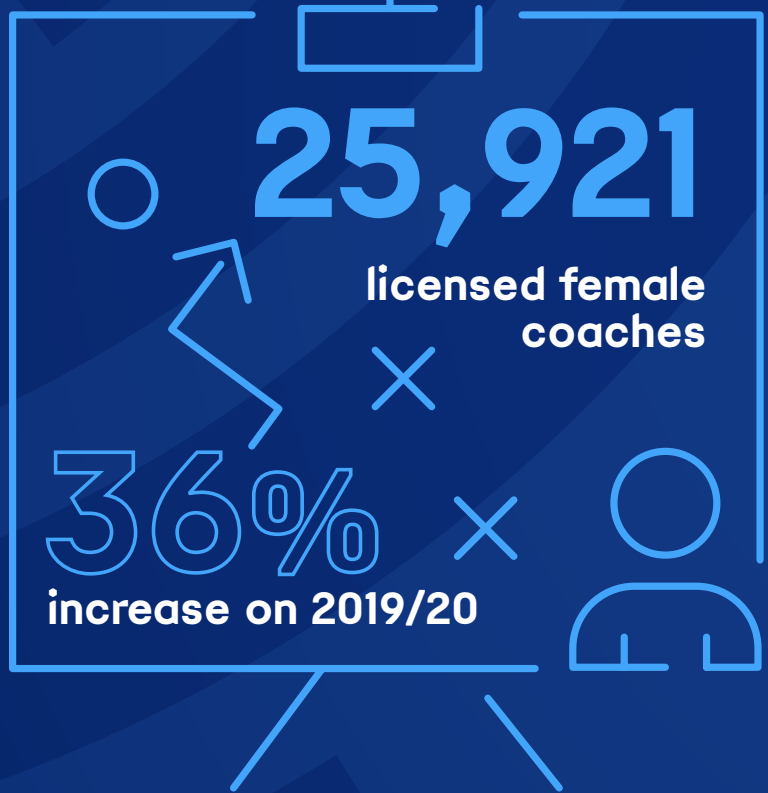
## REFEREEING

(all data 2023/24)

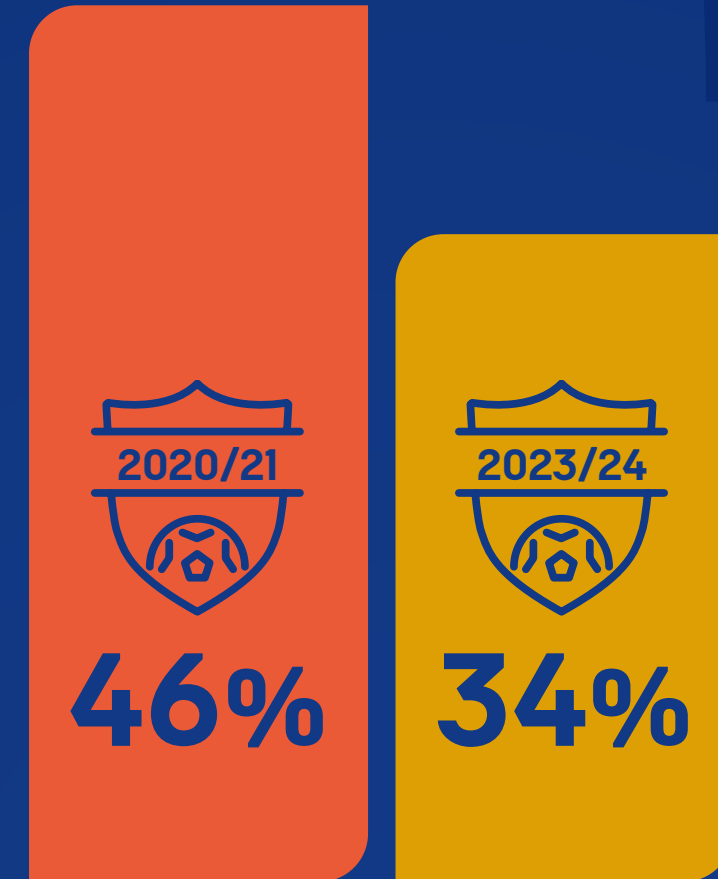


## COACHING

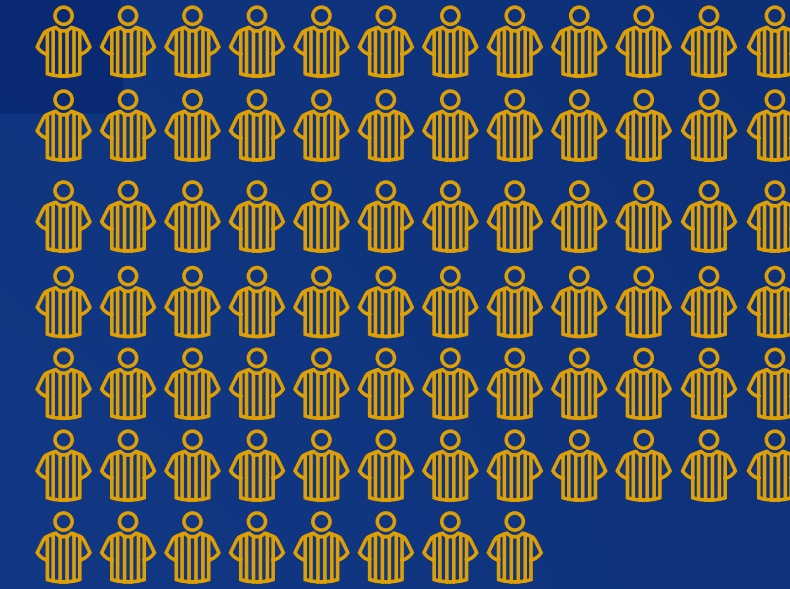
(all data 2023/24)



## DOMESTIC LEAGUES



Percentage of women's top-division clubs that operate independently of men's clubs



# 3,049

fully professional players in 2023/24

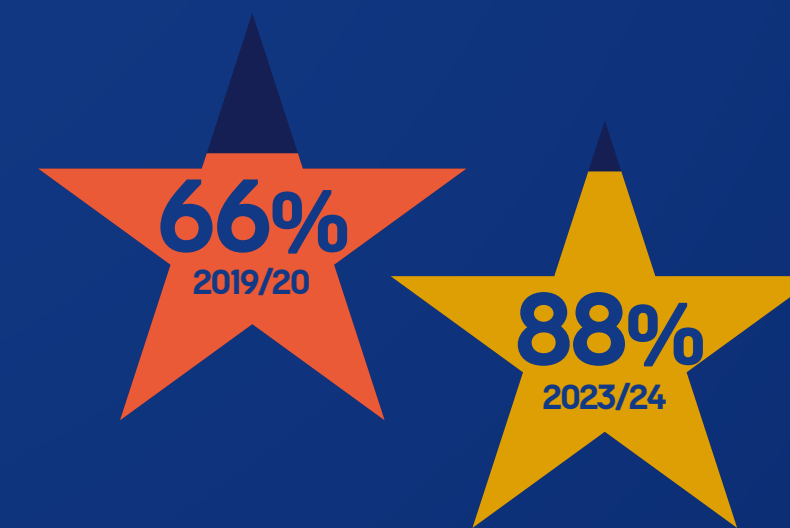
A fully professional player has a written contract, is a full-time paid employee and does not need to supplement their football income.



52 domestic leagues in 2024/25 compared with 51 in 2019/20



504 teams competing in the 2024/25 top flight 7% increase on 2019/20



Percentage of men's UEFA Champions League group stage clubs to have a women's team



3 fully professional leagues in 2023/24

1 in 2019/20



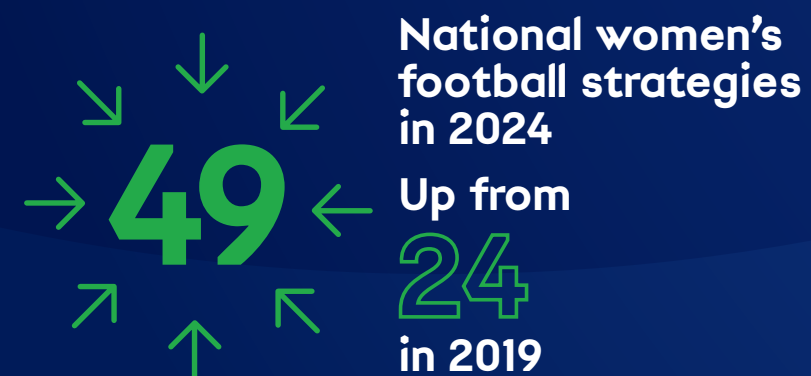
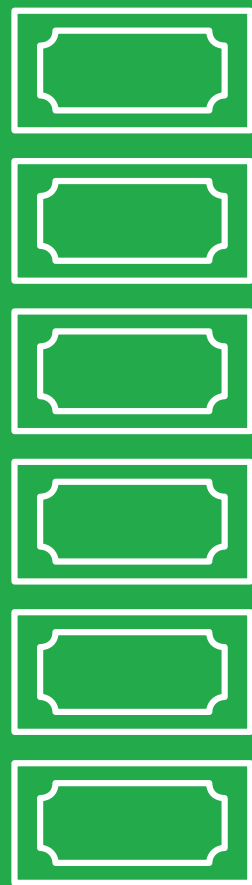
### NATIONAL ASSOCIATIONS

# 164m

Total annual investment by UEFA member associations in 2022/23

# 20%

increase on 2019/20



\*NAs employ a dedicated person to lead women's football development

### Financial investment

UEFA



UEFA's investment in the HatTrick women's football development programme has risen to €66m for the 2024-28 cycle.

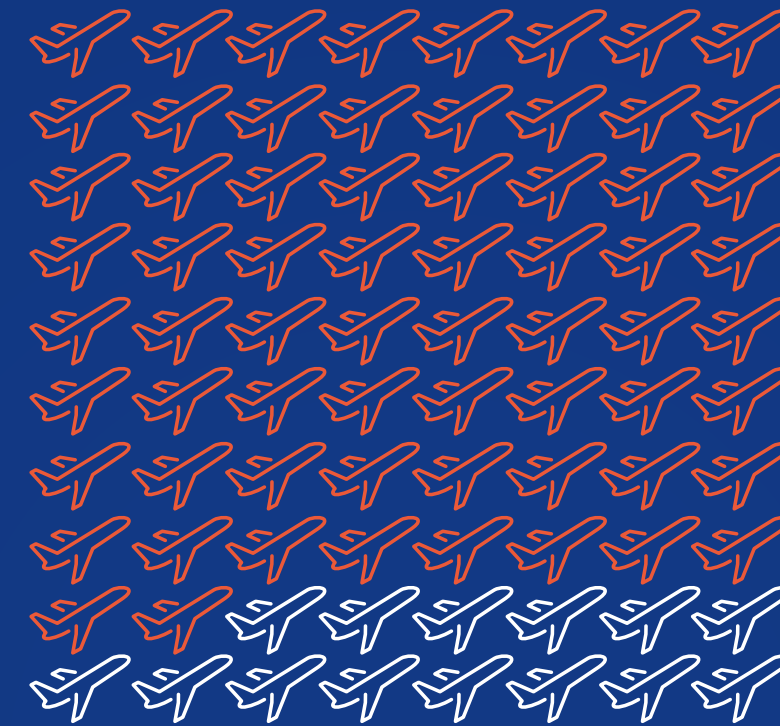


Total budget of the top 20 clubs in Europe 2023/24

### TRANSFERS

European teams signed

# 1,150

 players on international transfers in 2023

# 15% 61%

increase on 2022

of all global international transfers

# \$4.8m

spent by European teams on international transfers of players in 2023

79% of global spending on international transfers

# 85%

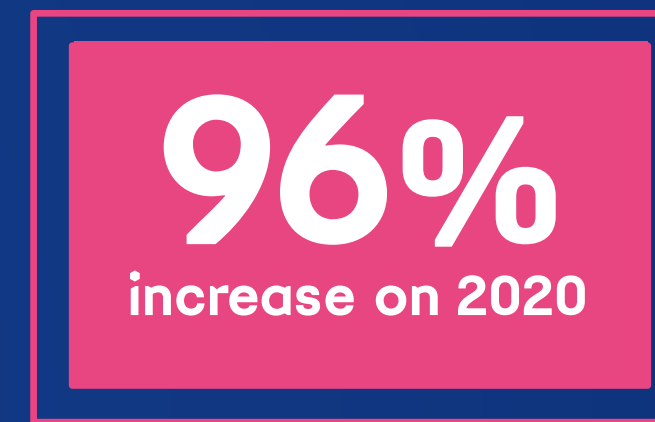
 increase on 2022

### European club football

UEFA WOMEN'S CHAMPIONS LEAGUE

# 5.1m

watched the 2023 final



in UEFA Women's Champions League viewership between 2021/22 and 2023/24

# 26

different clubs have played in the UEFA Women's Champions League group stage between 2021/22 and 2023/24

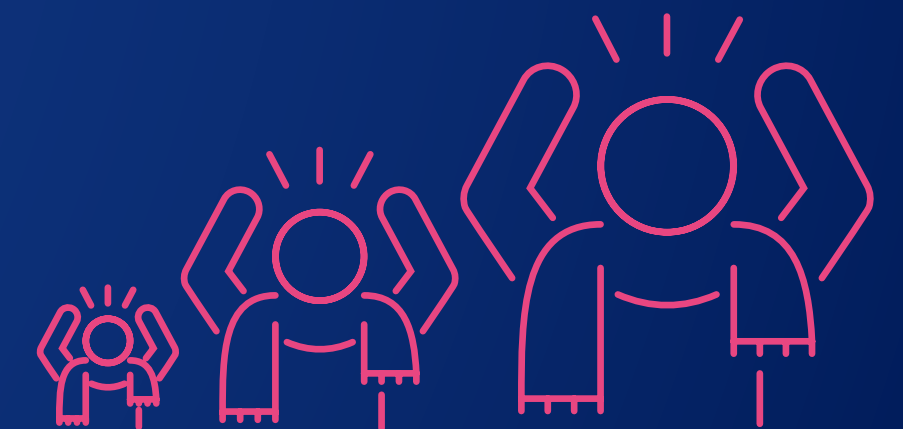


# 10,199

Average attendance in 2022/23 and 2023/24



broke their UEFA Women's Champions League attendance records between 2021/22 and 2023/24



2022/23 UEFA Women's Champions League crowds were 3x higher than pre-pandemic levels



### National team football

#### UEFA WOMEN'S EURO 2022



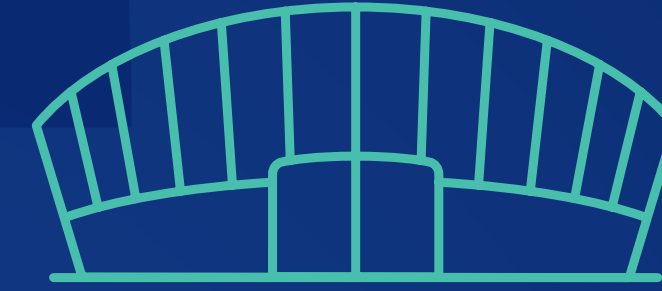
**374m** live viewers

Double 2017 (178m)

50m watched the final



**233%** increase on 2017



574,000 people in stadiums

**132%** increase on 2017 (87,192 for the final)

#### WOMEN'S FINALISSIMA 2023

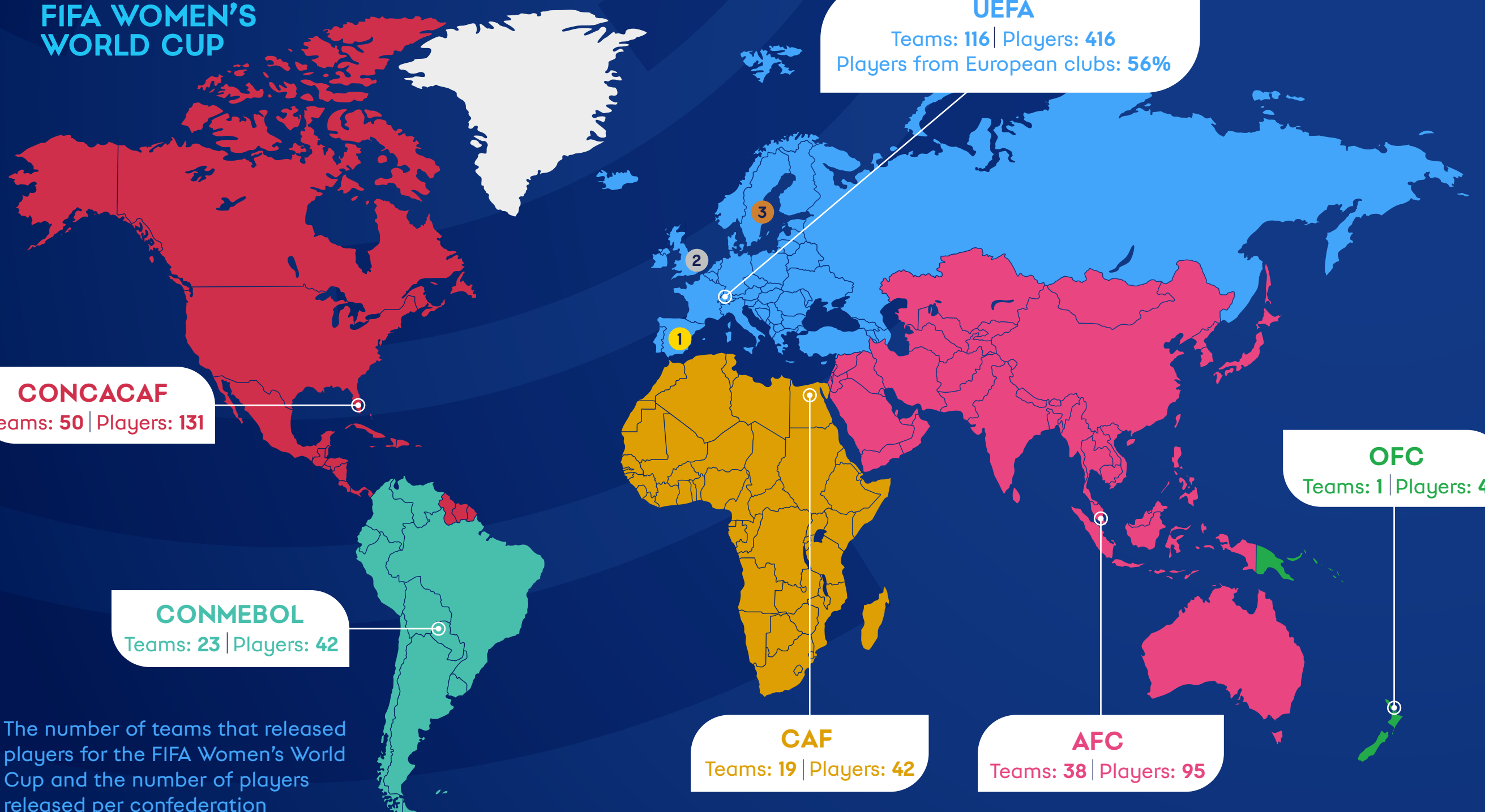
**83,132** tickets bought (sell-out match)

tickets bought (sell-out match)



WOMEN'S FINALISSIMA

#### EUROPE AT THE 2023 FIFA WOMEN'S WORLD CUP



**UEFA**  
Teams: 116 | Players: 416  
Players from European clubs: 56%

**CONCACAF**  
Teams: 50 | Players: 131

**CONMEBOL**  
Teams: 23 | Players: 42

**CAF**  
Teams: 19 | Players: 42

**AFC**  
Teams: 38 | Players: 95

**OFC**  
Teams: 1 | Players: 4

The number of teams that released players for the FIFA Women's World Cup and the number of players released per confederation

#### UEFA WOMEN'S NATIONS LEAGUE AND WOMEN'S EUROPEAN QUALIFIERS 2023-25

Total spectators **1,512,167**

**26,477**

Average attendance at the UEFA Women's Nations League finals



Average winning margin

**1.96** goals **48%** reduction on 2021-23

Average attendance **doubled** **99.75%** compared to previous cycle 2021-23

Matches with blowouts (goal difference of 6 or more) **Dropped from 24% to 3% from 2021-23**

#### UEFA WOMEN'S YOUTH CHAMPIONSHIPS

Number of countries entering

**2019/20**  
50/55

**2024/25**  
53/55

Minimum number of games per team

**3 in 2018/19**  
**5 in 2024/25**

**66%** increase



# Our values

Women's football has unique values, a unique identity and its own unique culture.

We will continue to preserve and celebrate these values and characteristics and ensure that they remain at the heart of everything we do, guiding our decisions and action.

## RESILIENCE

Recognising and continuing women's football's story of courage, toughness and overcoming obstacles.

## RESPECT

Celebrating diversity and inclusivity, treating everyone with respect and empowering them to be their open and authentic selves.

## EQUALITY

Ensuring fair opportunities, resources and recognition for everyone on and off the field of play.

## COMMUNITY

Supporting one another through unity and teamwork, and capitalising on women's football's collective and cooperative strength.

## EXCELLENCE

Setting the highest possible standards, including the highest levels of integrity on and off the pitch.

## PROGRESS

Advancing the game through data, innovation, development and pushing boundaries for improvement.



# Our 2030 mission

TO INSPIRE  
PASSION,  
PURPOSE AND  
PLAY ACROSS  
EUROPE!



This means we will invest in the game by focusing on:

1

## PASSION

Inspiring **passion** to amplify the movement, creating strong emotions and dedication.

2

## PURPOSE

Inspiring **purpose** to foster a sense of belonging and community.

3

## PLAY

Inspiring **play** so that women and girls everywhere can enjoy the game.

**We will strive to take women's football to even greater heights and inspire people to play, coach, referee, volunteer and support at all levels of the game.**



# Our 2030 goals

UEFA and the European football community will focus on **four long-term aspirational goals, each with its own specific targets**. These goals have been defined on the basis that any significant progress towards achieving them will have a fundamental impact on the women's game. To succeed, we will empower everyone involved to achieve progress within their own context so that together we move forward in the same direction.

We will strive for women's football in 2030 to be:

## CELEBRATED FOR ITS UNIQUE VALUES AND COMMUNITY



People believe 'women's football is a game for me'.



Women's football leads positive societal change.

## THE MOST-PLAYED TEAM SPORT AMONG WOMEN AND GIRLS IN EVERY COUNTRY



Football pathways for players, coaches and referees in all 55 national associations.



Grassroots opportunities available in more communities.

## THE HOME OF THE WORLD'S TOP PLAYERS AND PROFESSIONAL OPPORTUNITIES



5,000 fully professional players across all leagues in Europe.



Six fully professional leagues in Europe.

## THE MOST SUSTAINABLE AND INVESTABLE WOMEN'S SPORT



Providing significant value to the football ecosystem.



Record-breaking UEFA flagship competitions.





# Our strategic priorities

We will work towards fulfilling our mission and our ambitious long-term goals by delivering on eight strategic priorities. Underpinning these priorities are programmes, measures and actions that will be taken to secure the long-term sustainability of the game.



Football pathways for players, coaches and referees



Universal access to grassroots football



Players at the centre of the game's DNA



Guardians of the game working hand in hand



The best domestic leagues



The summit of club football



The spotlight on national teams



Authentic fan culture, limitless exposure and maximised returns





# Football pathways for players, coaches and referees

**Increased access to competitions, high-performance systems, expertise and targeted investment are essential to creating more opportunities. UEFA is committed to ensuring diverse and inclusive talent pathways for players, coaches and referees to prepare them for successful futures.**

<sup>1</sup>The UEFA Coaching Convention sets minimum standards for coaching licences and education across Europe.

## We will strive to:

- map national associations' player, coach and referee pathways and competition structures throughout the pyramid;
- launch a Europe-wide talent identification programme through the national associations;
- guarantee coaching pathways for more coaches and other technical staff;
- expand UEFA's coaching initiatives and the UEFA Coaching Convention,<sup>1</sup> to grow the number of coaches;
- deliver coach recruitment platforms and events and incentivise clubs and academies to offer job opportunities and internships;
- increase professional opportunities for referees;
- implement programmes in all UEFA member associations to prepare the next generation of referees;
- provide more content that is specific to women's football.

## We will evaluate:

- growth in the number of national associations with dedicated pathways;
- the number of players transitioning from youth to senior national teams and from amateur to elite clubs;
- growth and retention in licensed coaches, qualified referees and other roles;
- the number of participants in UEFA programmes;
- growth in the number of coaches and referees working in professional men's and women's football.



**Dedicated structures, pathways and support services – specific to female athletes and the women's game – are vital for all levels of the game to improve. That goes beyond the players to coaches and officials as well.**



**Tess Olofsson**  
International referee





**Football has given me friends and more confidence. I can't imagine my life without playing football.**



**Shay Odukoya**  
Grassroots player

# Universal access to grassroots football

**To make football the favourite sport for women and girls all over Europe, we will work alongside football stakeholders to ensure access and opportunities in more communities through programmes that promote both growth and retention.**



<sup>2</sup>UEFA Playmakers is a pan-European grassroots programme that inspires girls to play football by teaching basic football, fundamental movement and life skills.

## We will strive to:

- support national associations' to grow and retain participants with expertise, research and insights;
- support national associations and their national governments to provide access to football for girls in schools;
- demonstrate the societal and health benefits of girls' and women's participation in football and understand why girls drop out of the game;
- map pitch locations and usage for girls and women and advocate for equal playing opportunities;
- deliver a joint programme with UEFA partners to address access and infrastructure challenges in grassroots clubs, making them more inclusive and diverse;
- expand the UEFA Playmakers programme<sup>2</sup> to reach a wider audience;
- encourage flexible formats through a Europe-wide competition linked to the UEFA Women's Champions League final, involving commercial and media partners;
- connect participants through digital communities and signpost playing opportunities.

## We will evaluate:

- growth and retention of registered club players and participants;
- growth in the number of countries where girls play football in school;
- drop-out rates in all countries;
- evolution in the number of locations offering opportunities to play (clubs, schools, private academies and community centres);
- the number of participants in UEFA programmes.







**We must be at the heart of the conversation. We care about the game, how it develops and grows. Seriously prioritising the welfare and needs of players will lead to a better and safer game.**



**Jill Scott**  
Former international player

## Players at the centre of the game's DNA

**The voice and well-being of all players will remain central to UEFA's activities. We will continue to consult, provide education for, and involve players as together we strive to raise standards and promote the unique identity of the women's game. We will provide initiatives for players to succeed – at the start of, during, at the end of, and after their playing careers.**

<sup>3</sup>Such as the annual UEFA Football Board, Players' Roundtable and the UEFA Professional Players Advisory Board.

<sup>4</sup>The UEFA Minimum Standards Framework for National Teams sets sporting and governance standards for national teams.

<sup>5</sup>The UEFA Academy provides continuous education to professionals working in football, including active and former players.

### We will **strive to:**

- guarantee that player welfare is at the heart of UEFA's decision-making;
- be at the forefront of health and performance research, awareness, and education on women's sport and female athletes;
- foster greater involvement of and informed conversations with players and player representatives through dedicated platforms<sup>3</sup>, and encourage player advocacy;
- lead multi-stakeholder initiatives and activities to provide support systems for players;
- set higher sporting and governance standards through the UEFA Minimum Standards Framework for National Teams<sup>4</sup>;
- give more players access to UEFA Academy programmes,<sup>5</sup> UEFA coaching and refereeing initiatives and mentoring;
- support players and work with relevant organisations to combat online abuse and harassment;
- recognise the history and distinct culture of the women's game through heritage initiatives and awareness-raising.

### We will **evaluate:**

- the reach and impact of UEFA's medical research and campaigns;
- growth in the number of national associations meeting minimum requirements for national teams and the impact of those minimum standards;
- growth in the number of players participating in UEFA education, coaching and leadership programmes;
- the effectiveness of UEFA's monitoring of online abuse.





# Guardians of the game working hand in hand

UEFA is committed to strengthening collaboration, unity, solidarity and advocacy. In doing so, we will secure the game's fundamentals by setting standards and increasing resources, capacities and cooperation.

<sup>6</sup>AFC (Asia), CAF (Africa), CONCACAF (North and Central America), CONMEBOL (South America) and the OFC (New Zealand and South Pacific island nations).



“

Women's football is distinctive – by its very nature it is collaborative. To ensure this continues, we will work together across all NAs and stakeholders to grow the game in a sustainable manner for everyone.



**Laura McAllister**  
UEFA Executive  
Committee member

## We will strive to:

- work with national associations, and other football stakeholders for a long-term women's international match calendar that reflects the needs of the professional game;
- work with national associations and other football stakeholders to implement training rewards globally and encourage similar mechanisms at domestic level;
- provide more opportunities for both social and stakeholder dialogue with leagues, clubs, unions, players, coaches, referees and supporters;
- implement a national association and club collaboration charter;
- provide tailor-made support to emerging national associations and strengthen the community of women's football leaders;
- actively engage decision-makers to secure opportunities for growth and investment;
- promote the development of the game globally through joint programmes with the other confederations;<sup>6</sup>
- collaborate with national associations and other football stakeholders to strengthen female leadership and presence in decision-making positions.

## We will evaluate:

- the outcomes of stakeholder and social dialogue;
- growth in total financial investment in women's football;
- the number of women's football leaders and top executive meetings;
- the number of participants in UEFA programmes, satisfaction rates and impact;
- growth in the number of female leaders in football.







# The best domestic leagues

European domestic leagues and their clubs must be prioritised and invested in. We will work towards a more professional, competitive and sustainable European club football ecosystem that is home to the world's top players and a growing fan base.

<sup>7</sup>The UEFA HatTrick programme was set up in 2004 to redistribute revenue from the men's EURO for UEFA member associations to invest in football development projects.



We need to create world-class thriving competitions that are competitive, commercially attractive and sustainable, so clubs build bigger fan bases that get to see entertaining matches.



**Aitana Bonmatí**  
International player

## We will strive to:

- implement a national association league and club development incentive scheme via the UEFA HatTrick programme;<sup>7</sup>
- cooperate with and support high-potential leagues and clubs in their ambitions to become fully professional;
- provide strategic expertise, bespoke support and centralised solutions to sporting, governance, financial and commercial concepts;
- create the most trusted data ecosystem and insights hub for the professional game;
- consider setting minimum league standards to drive improvements across the domestic game;
- use club licensing and other tools for sustainable development and professionalisation;
- gather leagues and clubs to share knowledge and build capacities;
- demonstrate the business case for European women's football.

## We will evaluate:

- growth in the number of fully professional players, clubs and leagues;
- the number of leagues meeting the minimum league standards;
- domestic leagues' and clubs' commercial, engagement, sporting, operational and financial metrics (benchmarking);
- the number of leagues with strategies, business plans and domestic club licensing;
- the number of participants in and impact of UEFA workshops and exchange programmes;
- the value of the European women's football industry





# The summit of club football

European club competitions, with the UEFA Women's Champions League as the pinnacle, will be the most competitive and best-supported, inspiring the stars of tomorrow. Marked by its open-competition system, promotion and relegation, pyramid structure and principles of solidarity, European club football will remain the stimulus for growth and development.



“

The UEFA Women's Champions League is the epitome of football competitions. One competition that I always dreamed of playing in and one that I have been lucky enough to win. It is the locomotive that European football needs to create a sustainable and profitable environment around women's football, domestically, and globally.



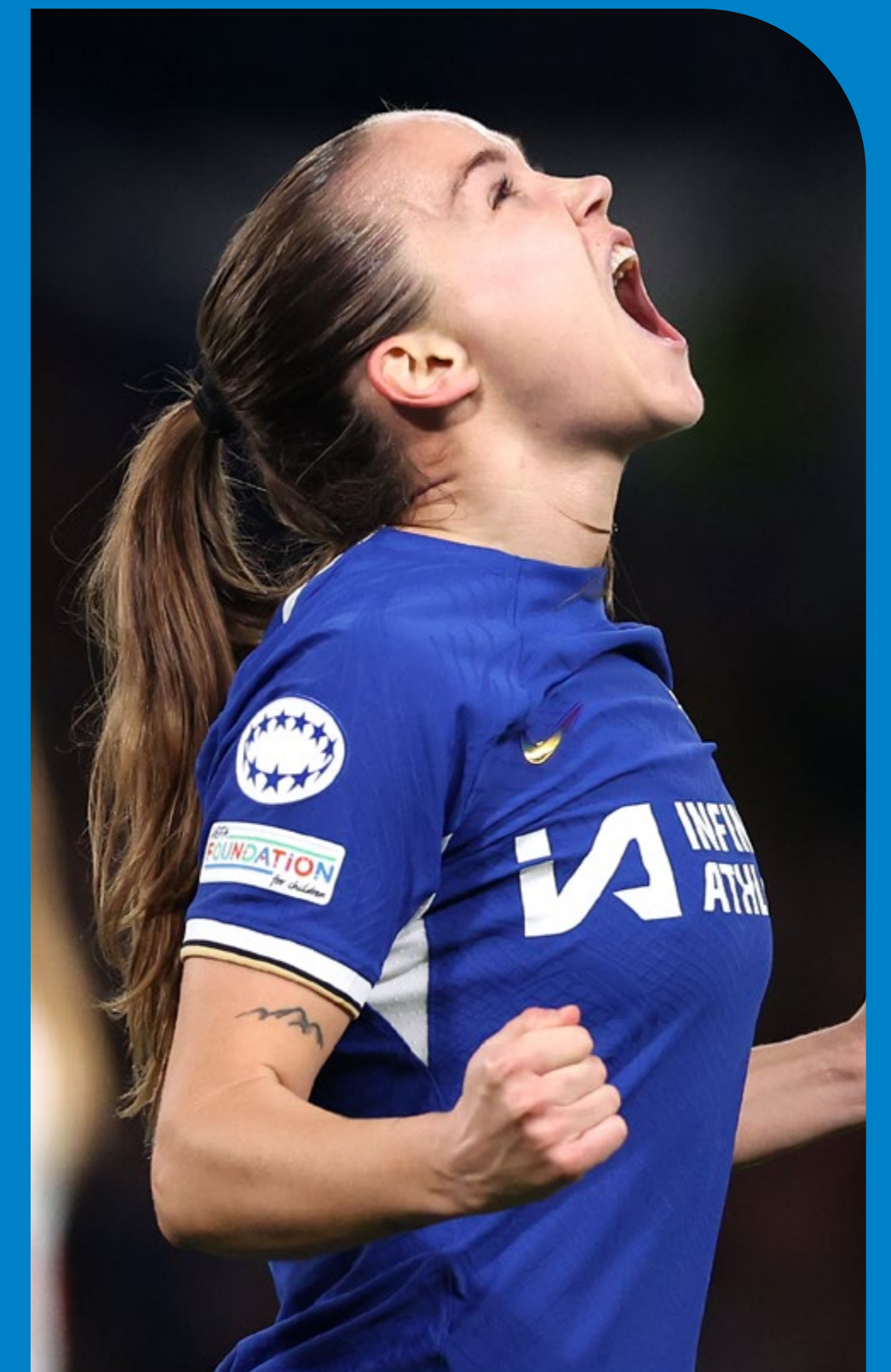
**Ada Hegerberg**  
International player

## We will strive to:

- implement the 2025–30 cycle of UEFA women's club competitions;
- launch a second club competition to create more playing opportunities in Europe;
- launch an innovative commercial concept for the UEFA Women's Champions League that drives maximum visibility and revenue while aiming to make the competition accessible globally;
- improve scheduling with exclusivity and player welfare in mind;
- raise club standards and capacities through enhanced UEFA club licensing;
- apply innovative sporting and financial regulatory mechanisms and technology;
- improve financial sustainability of UEFA women's club competitions;
- drive investment from UEFA's men's club competitions;
- increase the financial incentives for participating clubs and solidarity payments for non-participating clubs;
- bring together participating clubs for knowledge sharing and continuous dialogue;
- provide more opportunities for more clubs from more associations to participate in European competitions;
- put in place a continuous club competitions review process for the post-2030 competition cycle.

## We will evaluate:

- commercial, engagement, sporting, operational and financial metrics, including competitive balance analyses and benchmarking;
- the number of clubs participating in UEFA competitions;
- the number of clubs that meet UEFA club licensing requirements;
- the number of club gatherings.







# The spotlight on national teams

**National team football and the UEFA Women's EURO continue to drive higher standards, ambitions and visibility globally. The sporting appeal and opportunities provided across age categories and competitions ensure the biggest stage to shine a light on Europe's stars.**



## We will strive to:

- enhance the UEFA Women's EURO by:
  - improving and equalising standards and services for teams and fans,
  - enhancing the operational and commercial concept to maximise returns sustainably,
  - offering a state-of-the-art, innovative TV product and appropriate unilateral services for broadcast partners,
  - increasing visibility and guaranteeing availability across all UEFA territories,
  - further developing the tournament's digital footprint across all platforms,
  - raising distributions to teams along with the growth in revenue,
  - bringing forward the bidding process for UEFA Women's EURO 2029,
  - exploring options to assess format and size;
- promote the UEFA Women's Nations League and its finals, the UEFA Women's European Qualifiers, and the Finalissima;
- increase the visibility of national team football and continue to explore rights centralisation options;
- further develop UEFA youth competitions and explore the conditions for a UEFA Under-21 women's competition;
- deliver competition and event legacies to stimulate growth.

## We will evaluate:

- commercial, engagement, sporting, operational and financial metrics including competitive balance analyses for all tournaments and competitions;
- team and fan satisfaction in all national team competitions;
- the number of national associations participating in UEFA's national team competitions;
- economic, social, environmental and participation legacy and impact metrics.



**National team football is more competitive and popular than ever. We need to use this momentum to keep growing and developing the women's game together – and make sure we continue to inspire girls and women at all levels, appeal to mass audiences and improve facilities and working conditions. This also means we must always put players and their welfare at the heart.**



**Sarina Wiegman**  
Head coach







# Authentic fan culture, limitless exposure and maximised returns

UEFA will lead the promotion of its women's competitions, teams and players, and work with partners to deliver a unique experience to fans. We will also seek innovative commercial opportunities that ensure continued progress towards revenue optimisation and limitless exposure.

## We will strive to:

- understand current and future fans, fan culture, viewers and audiences and their sub-sets to increase reach and relevance;
- maximise attendances through distinctive in-stadium experiences;
- identify optimal kick-off times with audience and spectator preferences in mind;
- deliver a fan culture and attendance support programme to national associations, leagues and clubs;
- promote players and teams across Europe using unique digital content, storytelling and player-to-fan engagement initiatives;
- increase visibility and engagement globally through innovative broadcasts and 'always-on' digital offerings;
- establish a long-term vision and ambitious targets for commercial growth while seeking to diversify revenue streams;
- deliver a tailored commercial strategy for UEFA's women's football and its competitions, and work with partners to deliver on UEFA's strategic priorities for women's football under the UEFA Women's Football Commercial Programme.<sup>8</sup>

## We will evaluate:

- sub-sets of fans, their behaviour and their needs;
- metrics linked to UEFA competition viewership, attendance, ticket sales, audience figures and fan engagement;
- the number of territories that broadcast UEFA competitions;
- the social media following of competitions, teams and players;
- the total value and growth of UEFA's commercial partnerships;
- the number and value of strategic partnerships.



The relationship between players and fans in the women's game is unique, and we want it to stay that way. At the same time, we're excited by the game's growth and increased appeal, and we hope this will continue.



**Anne Costes**  
Irresistibles Français (French national team fan group)

<sup>8</sup>The UEFA Women's Football Commercial Programme is an umbrella for all UEFA's media, sponsorship and licensing partners.



# Our enablers

UEFA has identified the following key enablers to achieve the goals and deliver on the strategic priorities, in order to grow women's football in a sustainable and coordinated way throughout Europe.

**1**

Establish diversified governance structures that include expertise that is specific to women's football

**2**

Invest in skilled and dedicated people, the right resource structures and further integration throughout UEFA

**3**

Use data, communication and innovation effectively

**4**

Be a driving force for gender equality and the role of women in football

**5**

Review and challenge our strategy regularly in partnership with national associations and other stakeholders

**6**

Understand and anticipate the game's future challenges and opportunities

**7**

Ensure diversity and sustainability are central to all our activities



# Data and measuring success

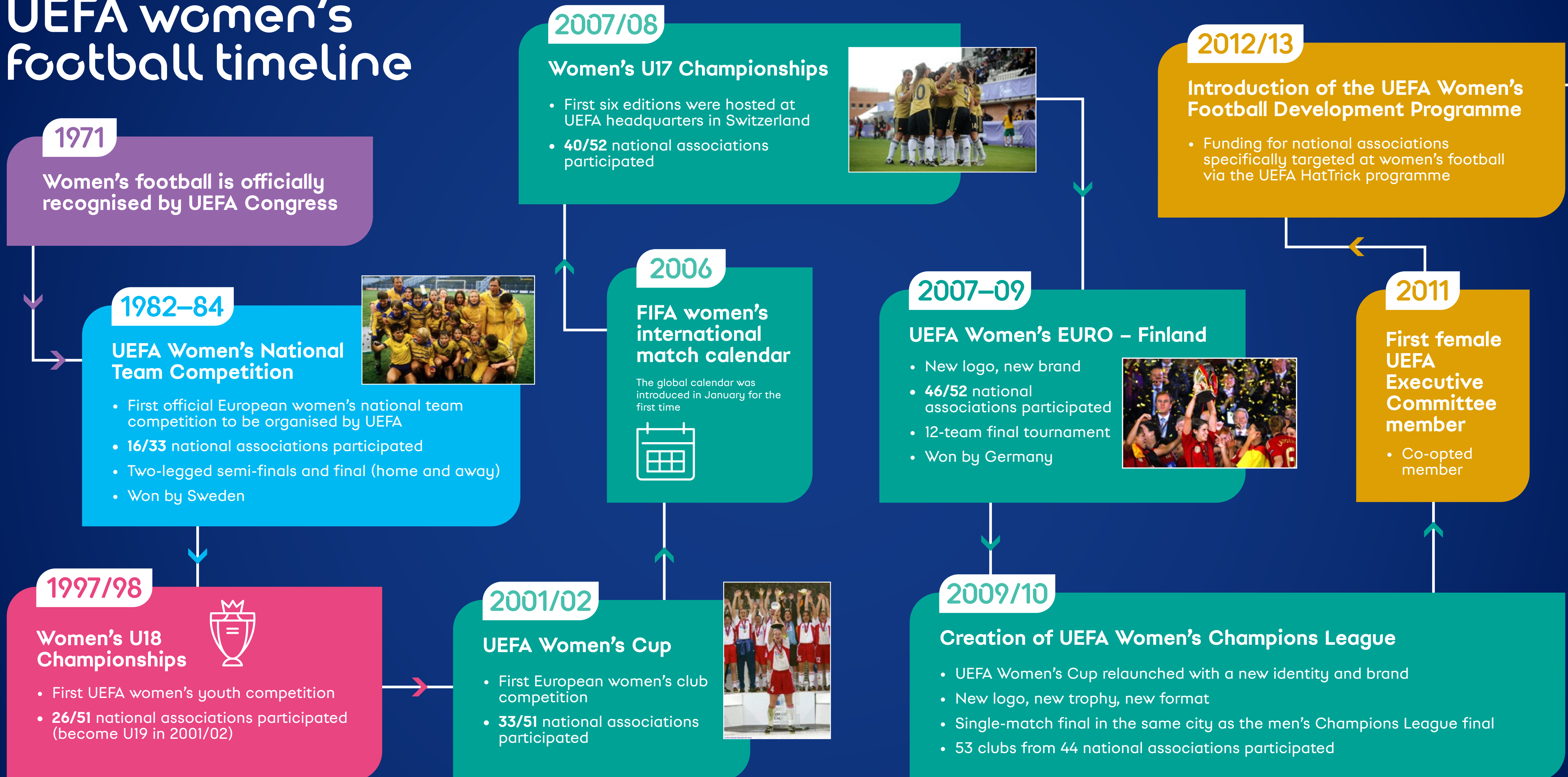
Data is revolutionising sport and women's football is no exception, playing a crucial role in the sport's development and success. From understanding why and where girls and women play football, to talent pathways, players' health, welfare and performance, infrastructure, football trends and match analysis, and on to the financial and commercial landscape: with better and more enriched data, we can deepen our understanding and make more informed decisions that drive the development of the women's game for years to come.

Data is central to driving the success of this strategy. We will strive to ensure that European women's football is data-led by:

- Leveraging and investing in data processes and technology
- Growing in-house capacities and data assets
- Gathering input from leading external specialists
- Delivering data and research-driven programmes and competitions
- Using insight to support and shape policy on important issues
- Sharing best practice, reports, information and insights
- Tracking our progress and anticipating the future



# UEFA women's football timeline





2017

### Launch of WePlayStrong programme



- Global marketing campaign to transform perceptions and encourage participation

2017

### UEFA Women's EURO – Netherlands

- 16-team final tournament
- Won by the Netherlands
- Set new benchmarks for sporting quality, standards and attendance

2018

### First commercial programme for women's football

- Unbundled commercial rights for men's and women's competitions



2018/19

### UEFA Women's Champions League final – Budapest

- First stand-alone final
- In a different city from the men's Champions League final



2018/19

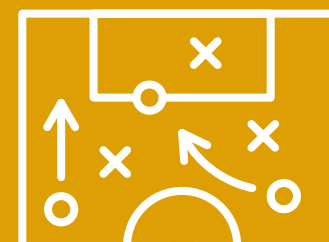
### Club licensing

- Introduced for the UEFA Women's Champions League

2019

### UEFA Coach Development Programme for Women

- Since 2019, more than 2,000 coaches have been supported in obtaining their UEFA coaching licences and 33 aspiring coaches have received mentoring



2019/20

### Time for Action 2019-24

- UEFA launched its first-ever women's football strategy
- Five goals
  - Double participation
  - Change perceptions
  - Double the value and reach of the UEFA Women's Champions League and UEFA Women's EURO
  - Improve player standards
  - Double female representation on UEFA bodies



2020/21

### UEFA Playmakers

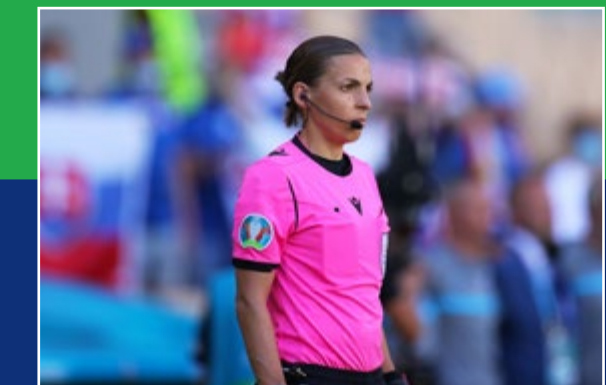
- First pan-European girls-only programme for 5-8 year olds
- Over 100,000 girls and 7,000 coaches (68% female) have participated in 47 countries



2020/21

### First female referee of a major men's UEFA competition

- Stephanie Frappart officiated in the men's Champions League group stage match between Juventus and Dynamo Kyiv



2020/21

### Expansion of the UEFA Women's Football Development Programme

- 50% increase in funding to national associations







# UNSTOPPABLE

A six-year plan towards a sustainable ecosystem

## Our mission for 2030

**TO INSPIRE PASSION,  
PURPOSE AND PLAY  
ACROSS EUROPE.**

## Our values

RESILIENCE

RESPECT

EQUALITY

COMMUNITY

EXCELLENCE

PROGRESS

## Our goals for 2030

CELEBRATED FOR ITS UNIQUE  
VALUES AND COMMUNITY

THE MOST-PLAYED TEAM SPORT AMONG  
WOMEN AND GIRLS IN EVERY COUNTRY

THE HOME OF THE WORLD'S TOP PLAYERS  
AND PROFESSIONAL OPPORTUNITIES

THE MOST SUSTAINABLE AND  
INVESTABLE WOMEN'S SPORT

## Our strategic priorities



Football pathways for  
players, coaches and  
referees



Universal access to  
grassroots football



Players at the centre  
of the game's DNA



Guardians of the game  
working hand in hand



The best domestic  
leagues



The summit of club  
football



The spotlight on  
national teams



Authentic fan culture,  
limitless exposure and  
maximised returns

## Our key enablers

- 1 Women's football expertise
- 2 People, resources & integration
- 3 Innovation, communication & data
- 4 Women in football
- 5 Regular strategic review
- 6 Anticipating the future
- 7 Diversity & sustainability



NOTHING CAN HALT OUR PROGRESS.  
WE ARE  
**UNSTOPPABLE**

UEFA  
women's  
football

