MAKING FOOTBALL TRULY GLOBAL

The Vision 2020-2023





Foreword FIFA

When football is already by far the most popular game there is, when billions of people, in every corner of the world, already play, watch and care about football, how can we still talk about "making football truly global"? How much more global can it get?

The keyword here is "truly". Of course, people play football everywhere, from the streets of Kinshasa to the beaches of New Caledonia – I am fortunate enough to know this first-hand, having visited more than 100 territories over the course of the last four years.

But I feel that we still have a massive way to go and a huge opportunity in the task of making football truly global, accessible and inclusive, in all aspects, around the world.

The situation strikes me as fairly straightforward: a game that is so powerful and popular around the planet cannot be played at its highest level in only a few regions. Our key mission is to truly globalise, popularise and democratise football

for the benefit of the entire world. This is what I mean with my vision for the period until 2023.

When I took office in 2016, the most pressing need was to stabilise FIFA, set it on a new path and help it recover from a well-publicised institutional crisis. That was how *FIFA 2.0* came about.

Now, the time is ripe for FIFA to set clear and specific goals, in order to deliver further concrete results. The development of women's football, following the most successful Women's World Cup in history by far, is just one key area of focus.

This document lays out a plan to further modernise the football world, make it increasingly inclusive and pave the way to a landscape in which, one day, we will have at least 50 national teams and 50 clubs from all continents at a top competitive level.

This is a vision to make football truly global.

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employees

gender ratio

nationalities

languages spoken

average age



6.42_{bn}

+16% v. 2011-2014 cycle

revenue in the 2015-2018 cycle

1.05_{bn}

v. 2011-2014 cycle

result before taxes and financial result in the 2015-2018 cycle

2.74_{bn}

in reserves as at the end of the 2015-2018 cycle

+80% v. 2011-2014 cycle

4bn total investment in development and education by 2022

1_{bn} total investment in women's football by 2022

500_m investment in the development of football infrastructure by 2022

All financial figures are in USD



30+ competitions organised over the last four years



60+ competitions worldwide with the use of VAR



viewers for the 2018 FIFA World Cup™



viewers for the FIFA Women's **World Cup France 2019™**



147_m followers across all social media channels



views generated on social media in 2019

FIFA exists to govern the game, organise competitions and promote the development of football

What does it mean, concretely, to be the organisation at the helm of a movement as ever-present as football? The answer is as multifaceted as the beautiful game itself.

While it is tempting to associate the name "FIFA" with the delivery of international competitions at the highest level, this is only the tip of an iceberg of work being carried out around the world day in, day out.

FIFA is responsible for organising international competitions fit for every purpose: for elite professional players and young dreamers; men and women, boys and girls.

Even beyond its own tournaments, FIFA is duty-bound to ensure that the game is available to and resourced for all who wish to participate in it, at all levels and anywhere in

the world – development work carried out in partnership with the confederations and the 211 member associations. Football's power and global appeal entail a considerable degree of responsibility. A commitment to safeguarding the values that make the game fascinating in the first place, and without which its greatness would be at risk.

Only FIFA has the reach to unite the football world around these values, not just by promoting integrity, ethics and fair play but also by ensuring that football's regulatory framework enforces these concepts unequivocally.

Football is much more than a game, so its worldwide custodian must be more than a governing body; more than a competition organiser; more than a development agent. This is FIFA. This is its mission.



A thriving football organisation is like a successful football team: it must be consistent and versatile; ready to perform on various fronts, under different conditions and always as a team. The backbone of FIFA's global endeavours is formed by four fundamental areas:

FOOTBALL GOVERNANCE



Goalkeeper

Like a good goalkeeper, we protect the game of football

The principles of good governance, in particular transparency and integrity, are at the heart of FIFA's mission to protect the game of football and all its stakeholders globally. All matters related to players' status, transfers, professional football, intermediaries, as well as disciplinary and ethics constitute the core of this area.

CORPORATE GOVERNANCE AND ADMINISTRATION



Defence

To "win", the team is built on a rock-solid foundation

Only through robust internal governance can FIFA provide a platform of trust for its members and other stakeholders. From commercial to finance, from human resources to compliance, this area includes all the functions that support FIFA in fulfilling its statutory objectives.

COMPETITIONS AND EVENTS



Midfield

From box to box, we work hard to showcase the world's best

FIFA's competitions and events showcase the beauty of football globally, and help us to grow the game. By providing more competitions for our members – regardless of size or geographic location – we can improve overall levels of performance and, consequently, the global appeal of football.

FOOTBALL DEVELOPMENT, SOCIAL RESPONSIBILITY AND EDUCATION



Attack

Our ultimate goal is to "score" and help improve the state of sport and society

This area includes all activities performed daily to produce an impact within the football environment and beyond. In that regard, the development of the game in all its aspects – from infrastructure to technology, from the training of players to coaching and refereeing – the promotion of educational and social programmes, and the protection of human rights are crucially important.



Over the last four years, FIFA has come a very long way in restoring transparency and trust. The organisation's governance, as well as its financial and business performance, have undergone substantial transformation. After a change of leadership, a series of statutory reforms and the adoption of financial, commercial and good governance best practices, FIFA has successfully turned from a toxic brand in perilous financial condition into a solid and modern organisation.



REVENUE TARGETS SECURED AND EXCEEDED

Despite the biggest crisis in FIFA's history and the resulting virtual standstill in sales activities during 2016, record figures in all areas were achieved in the 2015-2018 cycle.

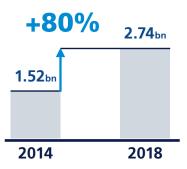
revenues in the 2015-2018 cycle +28%

v. initial budget of 5bn, as approved at the 2014 FIFA Congress



ALL-TIME HIGH IN RESERVES

At the end of the 2015-2018 cycle, FIFA's reserves reached a new high of USD 2.74bn, 80% up on the 2011-2014 cycle. The amount of USD 1.25bn from the reserves will be reinvested in football development, with a substantial part being allocated to women's football.





ENHANCED CONTROL OF MONEY FLOWS

Financial governance was strengthened in all areas to ensure the highest level of transparency for all money inflows and outflows. The IFRS 15 accounting standard was adopted in 2016, with a restatement of 2015 to ensure the full cycle was accounted under the same standards and to allow comparability. The budget approach, in line with the IFRS accounting principles, was also adopted to allow full and direct budget analysis with actual figures. Improved processes and controls were finally established in relation to procurement, accounts payable, payroll, receipts and accounts receivable.



FOURFOLD INCREASE IN FIFA'S FOOTBALL DEVELOPMENT ENTITLEMENTS

FIFA has invested USD 1,079 million in the newly created Forward Programme, resulting in a fourfold increase in development entitlements. This all started in 2016. FIFA has not only brought its investment in football development to new heights, but has also implemented a comprehensive oversight mechanism, including a full audit of Forward funds to ensure that resources are used transparently, judiciously and effectively.



All financial figures are in USD



Election of Gianni Infantino as FIFA President

Gianni Infantino was elected on 26 February as the ninth President of FIFA. The turnaround of the organisation has been achieved in less than a full term of office.

Restructuring of the FIFA administration

FIFA split its administration in two: one branch is focused on the institution – including the newly created compliance function – and the other branch is focused on football – including a dedicated Women's Football Division.

Establishment of the Executive Football Summits

FIFA Executive Football Summits were introduced to promote closer engagement between FIFA and its members, providing a democratic forum for the constructive exchange of knowledge and discussion for every member association in the world.



2017

Expansion of the FIFA World Cup

The FIFA Council unanimously agreed to expand football's crown jewel to a 48-team competition from 2026, presenting an opportunity for more member associations to make their dream of playing in a FIFA World Cup come true.

Adoption of FIFA's Human Rights Policy

FIFA's commitment to human rights is enshrined in its statutes, defined in its landmark Human Rights Policy and strengthened by an advisory board: a group of independent experts, and representatives of trade unions and civil society.

Enhanced bidding process for the FIFA World Cup

The procedures to determine the host or hosts of the first 48-team FIFA World Cup were objective and transparent: from the publication of bid books and evaluation reports to the public vote at the FIFA Congress.

Implementation of governance reforms

The reforms included the separation of strategic and executive functions, the introduction of term limits, the restructuring of committees and new mechanisms to enhance the control of money flows.

Creation of the FIFA Forward development programme

FIFA development funding to member associations has enjoyed a massive fourfold increase starting directly from 2016. At the same time, enhanced compliance measures were introduced to ensure the proper and sustainable management of funds.

Joining of the UN **Climate Change initiative**

FIFA pledged to become greenhouse gas emission-neutral by 2050 and committed to measuring, reducing and offsetting all of the greenhouse gas emissions resulting from FIFA World Cups.



First edition of The Best **FIFA Football Awards**[™]

The first awards ceremony took place in January 2017 crowning the best men's and women's players and coaches of 2016.

Enhanced anti-discrimination mechanism

With the introduction of the three-step procedure for all tournaments, FIFA empowered match officials to stop, suspend and abandon matches in cases of discriminatory incidents inside the stadium.

governance

Formal recognition of professional women's football status

The status of women players has been integrated in FIFA's transfer system, making the use of the International Transfer Matching System mandatory for all international transfers of professional players.



Creation of the FIFA Foundation

The FIFA Foundation is an independent entity harnessing football's popularity to promote positive social change: from educational projects to the reconstruction of damaged or destroyed sports infrastructure.

Launch of the first-ever global strategy for women's football

FIFA's Women's Football Strategy is a systematic guide not only to growing the game in all facets, but also to increasing women's empowerment and participation, both on and off the pitch.

Endorsement of the first Transfer Reform Package

The first major step towards improving the transfer system for all stakeholders increased the transparency of the system, thereby protecting its integrity and reinforcing solidarity mechanisms for training clubs.

Unprecedented financial success

Following a tumultuous crisis, which nearly brought FIFA to its knees in 2015, the 2015-2018 financial cycle recorded an unprecedented high in revenues, net result and level of reserves. This ensured FIFA could fulfil its fundamental role: investing in football's development.

2018



Introduction of the video assistant referee (VAR)

Following a two-year period of thorough testing and reporting, a protocol establishing the use of VAR was included in the Laws of the Game, and VAR was successfully implemented at the 2018 FIFA World Cup Russia.



The best-ever FIFA World Cup in Russia in 2018

By any measure, the tournament in Russia was an indisputable triumph. A total of 98% of the seats were occupied, 1 million fans travelled to the host country, and around the globe more than 3.5 billion people watched the event.

Approval of the first ever four-year women's international match calendar

For the first time ever, the women's international match calendar has been based on a four-year cycle (2020-2023) to reflect the current landscape of women's football.

Establishment of FIFA Forward 2.0

The second phase of FIFA's development programme increased investments to USD 1.76 billion for the four-year cycle. This effectively represents five times more than member associations received in 2015 and includes up to USD 6 million for each member association and USD 12 million for each of the confederations.



A historic FIFA **Women's World Cup**

The FIFA Women's World Cup France 2019 was a watershed moment for the women's game, reaching a total of 1.12 billion viewers and doubling the live match audience compared to the 2015 edition.

Introduction of a child safeguarding programme

FIFA launched a dedicated programme and toolkit – FIFA Guardians[™] – to help member associations and confederations around the world to introduce stronger child safeguarding measures in football.

Endorsement of the second Transfer Reform Package

The approval of the second Transfer Reform Package will ensure the effective regulation of agents, player loans, training compensation and solidarity mechanisms.

Launch of FIFA's legal portal

The new legal portal provides greater transparency by ensuring, for the first time ever, public access to the decisions of FIFA's judicial bodies, as well as to other relevant legal and compliance documents.



Launch of the Football **for Schools Programme**

Working with national governments and United Nations agencies, FIFA's Football for Schools Programme makes the game more accessible to children, contributing to their overall education and development of life skills.

Introduction of a new global club football tournament

FIFA's new global club football tournament will be played for the first time in June/July 2021. This new event will represent the pinnacle of club football at the global level, opening an unprecedented pathway for clubs and fans from all over the world to compete and connect with each other.

Entry into force of the new FIFA Code of Ethics and FIFA Disciplinary Code

The new rules strengthen the system, enhance transparency and streamline ethics and disciplinary proceedings, introducing the right to request public hearings, pro bono legal aid and a stricter legal framework for racist incidents.



Expansion of the FIFA Women's World Cup

The success of the tournament in France highlighted the need to keep developing the game on a global scale. To that end, the FIFA Council unanimously voted to expand it to a 32-team competition starting in 2023.



13 The football landscape







A global ecosystem

Football's global appeal extends beyond attracting the interest of fans around the world: from sponsorship to broadcasting, from club ownership to the origin of its main stars, the game's reach is universal.

- There are five billion football fans around the world, with Latin America, the Middle East and Africa representing the largest fan bases.¹
- These fans will very often support:
 - their national team;
 - their local club;
 - a "world" club; and
 - sometimes even a particular player.



Widening financial disparity in global club football

Football clubs are global forces, but there is a visible and growing disparity between teams from different regions in the world.

- In nine of the past ten editions of the FIFA Club World Cup™, the winners have all come from the same confederation.
- In the 2018-2019 season, the top 20 clubs in the world, which are exclusively from Europe's "big five" leagues, generated a combined revenue of EUR 9.3 billion: an increase of 11% on the previous season.²
- No club from outside Europe is ranked in the top 30 revenue generators in global football.³
- In the women's game, only two of the six confederations organise a continental championship for women's clubs.

¹ Global Web Index ^{2,3} Deloitte



Increasing competitive imbalance in national team football

The ranking of senior national teams and the results of recent FIFA World Cups clearly demonstrate a trend towards a growing imbalance in national team football. This is directly linked to comparatively high levels of investment in Europe and low levels of investment everywhere else (with the limited exception of South America). Youth tournaments have proven to be relatively more balanced, as teams representing various continents regularly reach the final stages. However, national teams from fewer regions in the world tend to prevail in senior competitions.

- 62% of the teams that reached the quarter-finals in the last three editions of the FIFA U-17 World Cup™ were non-European.
- 92% of the teams that reached the quarter-finals in the last three editions of the FIFA World Cup were from Europe and South America.
- 71% of the teams that reached the guarter-finals in the last three editions of the FIFA U-17 Women's World Cup™ were non-European.
- 58% of the teams that reached the guarter-finals in the last three editions of the FIFA Women's World Cup were European.



Growth of women's football

In recent years, women's football has enjoyed remarkable growth across different continents, notably in Europe and North America. The game has risen in both participation and interest, thus laying the foundation for the generation of higher commercial returns for the longterm benefit of the whole football movement.

- In 2019, more than 13 million girls and women were playing organised football across the globe.4
- The average live match audience of the FIFA Women's World Cup increased by 106%, from 8.4 million in 2015 to 17.27 million in 2019.5



Technological transformation

New technologies are significantly impacting the football ecosystem, both on and off the pitch. Over the past years, the introduction of the video assistant referee and the widespread use of electronic performance and tracking systems have had a positive impact on the game, improving both the safety and the performance of players and referees. From the perspective of fans, their experience and engagement is being improved thanks to the increasing use of artificial intelligence, cloud computing, augmented reality and blockchain technologies.



Change in the habits of football fans

In a world permeated by digital technologies, football fans are changing. Younger generations are multi-tasking, mobile-oriented and always connected. Their interest is directed not only to the 90 minutes of the game, but also to behind-the-scenes content; not only to established tournaments, but also to eSports competitions. The habits of football fans are evolving, and so is the way in which they experience football.

- 40% of the current world's population is under 24 years of age.6
- 83% of football fans use a smartphone while watching TV.⁷
- The consumption of the FIFA Women's World Cup France 2019 on digital platforms saw an increase of 460% in comparison with the 2015 edition of the tournament.8
- In 2019, eSports audiences have almost doubled compared to 2015, reaching more than 443 million fans worldwide, and numbers are predicted to reach 645 million by 2020.9

⁶ United Nations

⁷ Global Web Index

⁸ FIFA

⁹ Forbes

15 The football landscape



A fostered focus on sustainability and social responsibility

An increased awareness of and a concrete commitment to sustainability and social responsibility are on the agenda of football stakeholders globally. Football associations and confederations, leagues and clubs are striving to incorporate these values into their activities in order to minimise the environmental impact of sporting events, to promote safe sport and to maximise the positive influence of football on people and communities around the world.



Fight against discrimination

In spite of the measures adopted so far by football stakeholders globally to tackle discrimination issues, episodes of this nature persist in football. Discrimination and racist incidents, as well as other cases of human rights violations, such as harassment and abuse, still occur in different regions of the world – not only damaging players, referees, fans and football lovers, but also preventing the achievement of a fully inclusive football movement.





MAKING FOOTBALL TRULY GLOBAL, AT EVERY LEVEL, IS THE CORE TASK FOR FIFA TO PURSUE OVER THE COMING YEARS

Gianni InfantinoFIFA President



18 The 11 goals

FIFA

Realising the vision of making football truly global is no mean feat.

The blueprint to achieve this vision covers FIFA's four core areas and is based on 11 goals. Each of these goals is constituted of four pillars and is grounded in the day-to-day effort of dedicated football professionals.

Football governance

Corporate governance and administration

Competitions and events

Football development, social responsibility and education

Modernise the football regulatory framework	2	Grow revenues sustainably for further reinvestment in football	3	Increase the efficiency and efficacy of the organisation
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- 4 Ensure the success of our iconic competitions
- Globalise our competitions
- 6 Increase global competitiveness

- Maximise our impact on global football development
- Accelerate the growth of women's football
- 9 Harness technology in football

Protect positive values in football

Impact society through the power of football

MODERNISE THE FOOTBALL REGULATORY FRAMEWORK

The rules governing football are established to protect the game in its entirety. To fulfil this purpose, it is crucial to continuously modernise the regulatory framework, thereby ensuring that its transparency is safeguarded on a global scale and that the interests of all football stakeholders around the world are taken into account.

REVIEW THE INTERNATIONAL MATCH **CALENDAR WITH A GLOBAL APPROACH**

The international match calendar plays a central role in the sustainable growth of football in all regions of the world and at all levels. For this reason, the current system should, once and for all, be discussed thoroughly with all stakeholders and reviewed according to their needs in a collective effort to guarantee a truly global approach.

REFORM THE TRANSFER SYSTEM

Key objectives of the transfer system are to protect minors, reward training clubs, promote investment in youth and safeguard the integrity of competitions, while ensuring that money stays within the game for the purposes of reinvestment. The reform of the transfer system will focus on these objectives, as well as achieving greater transparency.

ANALYSE THE LAWS OF THE GAME FOR THEIR POTENTIAL OPTIMISATION

Football keeps evolving, and the Laws of the Game should be continuously analysed and optimised accordingly, while respecting the traditions of football. The promotion of offensive tactics should guide this process with the aim of improving the football experience – from both a sporting and entertainment point of view.

INTRODUCE MECHANISMS TO PROTECT FOOTBALL STAKEHOLDERS

FIFA plays a role of utmost importance in protecting all football stakeholders worldwide. From the reform of the transfer system to the recent establishment of the FIFA Fund for Football Players, modern mechanisms will have to be put in place to further safeguard the players, coaches and clubs involved in the game.

GROW REVENUES SUSTAINABLY FOR FURTHER REINVESTMENT IN FOOTBALL

Investing in football is FIFA's chief priority; it is the ultimate goal behind a number of programmes dedicated to supporting the member associations and other football stakeholders. Building on the solid foundation provided by the FIFA World Cup, new sustainable revenue streams need to be achieved in order to ensure the continuous flow of such investment.

ENSURE PRIME COMMERCIALISATION OF OUR NEW COMPETITION

FIFA tournaments are distinctive, entertaining and unique, both on and off the football pitch. These characteristics represent a perfect opportunity for the prime commercialisation of a new groundbreaking FIFA club competition in 2021.

GROW OUR BRAND GLOBALLY

In a globalised and connected world, FIFA's brand has the potential to further expand its reach and get to the heart of social and business communities. With the aim of fostering this growth, dedicated initiatives will have to be put in place to increase interactions and engagement, and to reinforce the role of FIFA as a point of reference in the football ecosystem.

EXPLORE GROWTH AREAS

Recognising the most prominent trends in football and capitalising on the range of opportunities they offer are two necessary steps to develop new revenue streams. In this context, the exploration of growth areas, including new distribution platforms and opportunities for direct fan engagement, will have to be conducted with a view to ultimately benefiting the football movement on a global scale.

EXPLOIT DIGITAL OPPORTUNITIES

In order to keep pace with the constant evolution of the digital world, special attention and effort will have to be directed towards areas such as the personalisation of the football experience, the improvement of e-commerce platforms and the modernisation of customer relationship models. As a result, FIFA will gain a better understanding of football fans, leading to more effective communication and a stronger relationship with them.

INCREASE THE EFFICIENCY AND EFFICACY OF THE ORGANISATION

It is FIFA's duty to serve the football movement and meet the needs of its members. To do so, it should adopt a service-oriented approach and continuously increase its organisational capabilities to become increasingly efficient and effective.

CONSULT ALL OUR STAKEHOLDERS **ON A REGULAR BASIS**

The worldwide presence of football takes many forms: from development programmes to grassroots festivals, through to the final of the most-watched sports event in the world. Improving the game means listening to the voices from each of these areas, which is why it is key for FIFA to foster productive dialogue and strengthen consultation with its stakeholders on all key issues, from the development of competitions to the Laws of the Game, to the regulation of the transfer system.

SET UP FIT-FOR-PURPOSE **ORGANISATIONAL STRUCTURES**

In order to respond to the needs of the stakeholders and reflect the work being done in multiple areas by the administration, FIFA will have to optimise its internal framework and implement fit-for-purpose structures to support particular tasks, such as the organisation of competitions, as is the case with the joint venture structure implemented for the organisation of the FIFA World Cup Qatar 2022™.

STREAMLINE AND DIGITISE **INTERNAL PROCESSES**

The introduction of advanced technological solutions will boost the productive capabilities and the efficiency of the organisation, as well as provide an increased level of service for the members of the football community. In particular, administrative processes should be streamlined to further facilitate collaborative work.

ATTRACT THE BEST TALENT AND **DEVELOP HUMAN RESOURCES**

Over the years, FIFA's workforce has grown in terms of size, diversity and capabilities. To maintain its position as an international employer of choice, FIFA will continue to foster its culture of inclusion and equality, further expand the training and development of its people, and in so doing attract the best talent and professionals from all over the world.

ENSURE THE SUCCESS OF OUR ICONIC COMPETITIONS

FIFA competitions are the perfect stage to showcase top football talent from around the world and to make billions of football fans dream. The outstanding success of the FIFA World Cup, the FIFA Women's World Cup and FIFA's new global club football tournament is pivotal to keeping this virtuous cycle running.

DELIVER FIRST-CLASS CONDITIONS FOR PARTICIPATING TEAMS AND REFEREES

A football match is a stage for players, coaches and referees to showcase their skills to a global audience. Maximising the success of an elite competition involves providing all its participants with the best possible services. FIFA will ensure first-class conditions on every front, from the state of the pitch to the atmosphere in the stadium; from travel arrangements to the comfort at team base camps.

CREATE A UNIQUE EXPERIENCE FOR FANS AND GLOBAL AUDIENCES

The interests of the fans must be put first. It is a priority for FIFA to meet their expectations and constantly design unique experiences for all members of its global audience – wherever they may be – by capitalising on the opportunities provided by not only the host country but also the digital landscape.

DELIVER HIGH-VALUE PROGRAMMES FOR COMMERCIAL AFFILIATES AND BROADCASTERS AND CREATE A STRONG LEGACY

FIFA works closely with broadcasters and commercial affiliates to bring life to its competitions and football action to the world. In an effort to strengthen this cooperation and achieve even more ambitious goals, FIFA should develop and deliver high-value programmes in connection with the tournaments.

DELIVER SUSTAINABLE TOURNAMENTS

The impact of a football tournament outlasts its final whistle; a tournament can impact generations of children and bring people together. FIFA is committed to delivering sustainable tournaments from both a social and environmental perspective and to creating a tangible legacy that can benefit society at large.

GLOBALISE OUR COMPETITIONS

Football is becoming more and more global. In the same vein, FIFA strives to ensure that its competitions are genuinely global events in terms of inclusivity, location, audience and, most of all, impact.

ADOPT GLOBAL AND **INCLUSIVE FORMATS**

FIFA's competitions should reflect the concept of inclusivity to the greatest extent. To that end, tournament formats should ensure that boys and girls, men and women - whether they play for clubs or national teams – have the chance to face opponents from all over the world more regularly.

CREATE MORE OPPORTUNITIES FOR OUR MEMBERS TO HOST A FIFA TOURNAMENT

Hosting a tournament, even a youth tournament, can have a massive impact on the development of football in a country, and FIFA should provide this opportunity to an increasing number of member associations by constantly improving its bidding processes and providing close support to the interested members.

REACH OUT TO AND INTERACT WITH GLOBAL AUDIENCES

Within the football environment, digital technologies provide faster interactions and stronger engagement with wider audiences. FIFA should leverage these opportunities to establish a deeper and even greater global connection with the football community.

CREATE GLOBAL IMPACT

Truly global competitions create a truly global impact. FIFA should work to ensure that the social, financial and environmental progress generated by a tournament make a difference beyond the borders of the host country, reaching football communities around the world.

INCREASE GLOBAL COMPETITIVENESS

When it comes to the level of football, the disparity between different regions of the world has been steadily widening. FIFA should take concrete steps to bridge this gap, with the long-term ambition of bringing at least 50 national teams and 50 clubs from all continents to a top competitive level.

CREATE ADDITIONAL PLAYING **OPPORTUNITIES AT A GLOBAL LEVEL**

Participating in top-level competitions allows players, national teams and clubs to improve their performance, thus raising the level of global competitiveness to new standards. This is why, after a thorough analysis, FIFA should work to reform the current competition landscape and provide playing opportunities at a global level for national teams and clubs, while keeping in mind the well-being of players and the interests of all stakeholders.

DEVELOP TECHNICAL DIRECTORS, COACH EDUCATORS AND COACHES WORLDWIDE

The role of technical staff is pivotal to the development of football. FIFA should address the matter of coach licensing and ensure that fully staffed and fit-for-purpose technical departments are established in each of the 211 member associations with full access to innovative educational programmes and tailored mentoring activities dedicated specifically to technical directors and coach educators.

ESTABLISH GLOBAL HIGH-PERFORMANCE TALENT DEVELOPMENT PROGRAMMES

FIFA will focus on the roll-out of a groundbreaking new talent development programme, launched in 2020, which provides a holistic approach to reducing the growing global gap at the top of the game. It will do so by incentivising member associations to strengthen their domestic development structures through bespoke analysis of existing infrastructure and unique player pathways.

INCREASE GRASSROOTS AND PARTICIPATION PROGRAMMES ACROSS THE GLOBE

Grassroots and participation programmes have the power to attract boys and girls to the game. FIFA will continue to support and encourage member associations to establish a wide range of grassroots activities, allowing children to discover the beauty and the benefits of football at whatever level it is played and to make it a game for life.

MAXIMISE OUR IMPACT ON GLOBAL FOOTBALL DEVELOPMENT

FIFA's statutory objective is to improve the game constantly and promote it globally. This involves enhancing the football development landscape so that it has a positive impact around the globe, across all disciplines – whether men's football, women's football, youth football, futsal or beach soccer.

PROMOTE GOOD GOVERNANCE

Good governance is a prerequisite for the development of the game. Following the progress made by FIFA with the implementation of its own reforms, the organisation should keep promoting good governance principles across its member associations, providing ongoing support and working efficiently together.

ENHANCE GLOBAL PRESENCE

FIFA should work towards geographical proximity with its member associations by strengthening its regional offices. It is also key for the organisation to ensure frequent interactions with its stakeholders, for example, through the provision of tailored services, the organisation of administrative and educational visits or other on-site activities.

PROMOTE THE DEVELOPMENT OF FOOTBALL INFRASTRUCTURE

Football infrastructure is often the heart of a football community. FIFA should promote its development globally by making solid and sustainable investments to ensure that every member association can benefit from at least one top stadium compliant with FIFA standards, as well as additional training facilities, pitches and small stadiums. Being mindful of environmental concerns, FIFA should also ensure that all Forward-funded infrastructure meet baseline sustainability standards.

STRENGTHEN COMPETENCES OF FOOTBALL PROFESSIONALS WORLDWIDE

Football administration plays a crucial role in the growth of the game, and FIFA will continue to create the conditions for the further professionalisation of its member associations and their staff through dedicated capacity-building programmes. FIFA should also focus on training football professionals from around the world by strengthening its academic network and promoting tailored educational programmes.

ACCELERATE THE GROWTH OF WOMEN'S FOOTBALL

All over the world, girls and women play football with great passion. Bolstering the women's game, as well as the participation of women in football governance at all levels, is at the top of the game's agenda around the world. FIFA will continue to support this process by structurally boosting the participation of women in the game and its governance.

REFORM COMPETITIONS

With the optimal number and frequency of competitions, women's football can grow at an exponential rate. Following a thorough analysis of the current situation, FIFA aims to reform the competition system with the introduction of new events, including regular global women's competitions and youth tournaments.

ENHANCE THE GAME'S COMMERCIAL VALUE

In order to keep pace with the growth of the sport's popularity and development, FIFA's commercial programme should evolve, taking into consideration the specific needs of the women's game, whose distinct brand identity should be created and underpinned by an innovative digital strategy. These initiatives should be prioritised to further boost the commercial value of women's football.

MODERNISE WOMEN'S DEVELOPMENT PROGRAMMES

Women's football requires development programmes that address its many peculiarities. FIFA will review and improve the existing programmes, as well as design new models, tailored to the needs and specificities not only of the game but also of the member associations.

ENHANCE THE PROFESSIONALISATION OF WOMEN'S FOOTBALL ON AND OFF THE PITCH

The professionalisation of the game takes place on and off the pitch. Leveraging the progress made over the past few years, FIFA will build dedicated programmes to accelerate the professionalisation of the game. At the same time, policies promoting the inclusion of women in leadership positions should be carried out on a global scale.

HARNESS TECHNOLOGY IN FOOTBALL

Over the course of the past few years, technology has permeated the football world, reshaping the way people think about the sport and presenting a wide array of possibilities. FIFA should ensure that technology is used to the best of its potential with the aim of improving the quality of the football experience on and off the pitch.

ENHANCE VAR TECHNOLOGY

The successful implementation of VAR in FIFA's competitions provides a foundation for the continuous enhancement of VAR technology, which should focus particularly on improving communication around VAR incidents and making the technology accessible for all member associations, regardless of their size and/or financial resources.

EXPLORE NEW TECHNOLOGIES THAT CAN POSITIVELY IMPACT THE GAME

Technology advances at a tremendous pace, and there is no reason why football should not leverage this progress. FIFA should explore emerging technologies that can positively impact the game, such as artificial intelligence and sensor technology, and assess their capabilities in view of eventual adoption.

LEVERAGE TECHNOLOGIES TO IMPROVE THE EXPERIENCE OF FOOTBALL FANS

Technology can have a considerable impact on how people watch, feel and talk about football. FIFA should leverage technological capabilities, such as real-time analysis and dedicated mobile applications, to improve the overall experience of football fans and ultimately boost the entertainment value of the game.

SPREAD FOOTBALL **TECHNOLOGIES GLOBALLY**

The improvements brought by football technology should be accessible to the football community as a whole, at every level and by all players. In light of that, FIFA should support member associations, confederations and other stakeholders in promoting the use of cost-efficient and affordable football technologies locally in order to achieve their development on a global scale.

PROTECT POSITIVE VALUES IN FOOTBALL

Football's core values are the reason why it is more than a game. It is FIFA's duty to protect and foster these values, ensuring that they remain strong around the world and maximising their potential to positively impact the football movement as a whole.

FIGHT AGAINST RACISM AND ALL OTHER FORMS OF DISCRIMINATION

Discrimination has no place in football or society at large. FIFA is committed to uprooting all forms of discrimination in football by implementing additional anti-discrimination policies, together with grassroots educational programmes and toolkits, to support member associations in addressing these issues.

PROMOTE FAIR PLAY AND MUTUAL RESPECT

Respect and fair play are imperatives on and off the pitch. In order to safeguard these crucial values, FIFA will continue to fight match-fixing and doping by implementing its integrity initiatives and reporting mechanisms, as well as setting up dedicated educational programmes.

PROTECT HUMAN RIGHTS

FIFA is committed to respecting human rights and strives to promote their protection. FIFA will continue to embed this commitment in all its structures and activities, including the implementation of human rights plans for its tournaments and a growing engagement with confederations and member associations to address human rights risks in the game.

EMBED CHILD SAFEGUARDING

Every child who plays or participates in the game has the right to do so in a safe and enjoyable environment, free from any risk of abusive behaviour. In this spirit, FIFA will expand and embed both child and adult safeguarding standards by promoting awareness and best practice solutions through the FIFA Guardians programme.

IMPACT SOCIETY THROUGH THE POWER OF FOOTBALL

The power of football in society is on display every day around the whole world. It is a game that brings people together, inspires generations and promotes team spirit. FIFA is dedicated to harnessing this power in order to have a positive social impact and address global challenges such as climate change, thereby contributing tangibly to the UN Sustainable **Development Goals.**

EDUCATE CHILDREN THROUGH FOOTBALL FOR SCHOOLS

Football can have an extraordinary influence on the process of educating children. FIFA's key contribution to harness the game's power in order to educate on a global scale will be the full implementation of the Football for Schools Programme, delivered via the FIFA Foundation, offering kids from around the world the opportunity to learn valuable lessons and life skills through football.

INSPIRE CURRENT AND FUTURE GENERATIONS WITH THE EXAMPLE OF FIFA LEGENDS

Leading by example is a staple in football, and the stars who inspired millions of fans in the past can make a difference as role models for future generations. In partnership with the FIFA Foundation, FIFA will keep involving the FIFA Legends in events and activities to convey positive messages to the football community as a whole and the younger generations in particular.

DELIVER SOLUTIONS TO PROTECT THE ENVIRONMENT AND THE CLIMATE

FIFA is committed to protecting the environment, its biodiversity and the climate. FIFA will reduce its resource consumption, as well as consolidate and further improve its management of environmental risks, obligations and opportunities with the aim of mitigating any negative impacts on the environment.

FOSTER DIALOGUE, COLLABORATION AND PARTNERSHIPS WITH INTERNATIONAL ORGANISATIONS AND PUBLIC AUTHORITIES

The implementation of social change is faster and more effective when organisations work together. FIFA has, in recent years, established partnerships with the United Nations and its agencies, such as WHO, UN Women, UNESCO and the WFP, and regional organisations, such as the Council of Europe, the African Union, ASEAN and the AFD. FIFA will keep working closely with international organisations and public authorities to develop a wide range of far-reaching joint programmes and initiatives worldwide.



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