



Creating the Perfect Balance

Aleksander Čeferin





“I believe that only together we can create and maintain the balance required for the unity, stability and further prosperity of European football.”

Football takes pride of place in global transnational culture. UEFA's crucial role is to encourage the balanced development of the game, from the grassroots to the elite level, and to contribute to defining what is meant by European unity and values. Imagine, if you will, the game of football—from the grassroots to the highest levels—played in a spirit of togetherness and fair play.

I believe in this future, with football at the heart of all of our activities. I believe UEFA can continue to build on its proud past, developing the game itself, its role in society and how it is managed. I believe we have the means to scale even greater heights, to broaden our appeal and our impact, and that we are well placed to do so. I believe that only together we can create and maintain the balance required for the unity, stability and further prosperity of European football. Through a process of evolution, as opposed to revolution, it is my strongly held conviction that we can make UEFA the best sports organisation in the world in the years to come.


Aleksander Čeferin
Candidate for UEFA President



Curriculum Vitae

Aleksander Čeferin was born on 13 October 1967 in Ljubljana. After graduating from the Faculty of Law in Ljubljana in 1991, he began working as an attorney for the family law firm, where he is currently chair of the board. He specialises in criminal and commercial law, and has a strong track record of defending human rights.

Before entering the Slovenian Football Association, he provided legal representation for several professional athletes and sports clubs. Among his many duties, he was also a member of the executive committee of Olimpija Ljubljana, a football club in the Slovenian PrvaLiga. He also played an active role in FC Ljubljana Lawyers, a grassroots football club, and was a member of the management board of the KMN Litija futsal club.

In 2011 Aleksander Čeferin was elected President of the Football Association of Slovenia, and his mandate was renewed for another four-year term in February 2015. He is the 2nd Vice-Chairman of the UEFA Legal Committee and a member of the FIFA Disciplinary Committee.

He has had a substantial influence on Slovenian football at many levels, and the game has made huge strides forward under his presidency. A medium-term strategy has been formulated and its implementation is already yielding strong results in core areas. Participation is increasing in all aspects of grassroots football, while new

opportunities are opening up for the Slovenian PrvaLiga as attendances, TV ratings and media coverage increase. A new National Football Centre was opened in 2016, and serves as the location for various FAS administration and other activities. Regarding the status and role to be played by football in the country, Aleksander Čeferin's task is also significant in terms of maintaining and nurturing relations with Slovenia's state authorities and sports governing bodies.

Aleksander Čeferin was one of the driving forces behind fostering cooperation between the football associations in the region. These partnerships later developed into an advisory forum of national associations which comprised several countries from Southern and Eastern Europe and the Balkans.

As President of the Football Association of Slovenia and a member of FIFA and UEFA, Aleksander Čeferin strives to ensure that all football associations are recognised and treated equally and fairly. He is deeply aware of the importance of football, its unique and vital role, and its responsibilities towards society.

Aleksander is married and is the father of three daughters. He is a passionate football player and holds a black belt in karate. He speaks Slovene, English, Italian, Serbian and Croatian.

Creating the Perfect Balance

“At a time when the world is changing from day to day, football is growing rapidly and UEFA is financially stable, we now have a great opportunity to take important steps forward in the evolution of the organisation and to bring UEFA to the next level.”

In order to achieve this progress, the most important task we face is to strike a balance between the different stakeholders and levels of football in Europe, which will secure an optimal environment for the further development of the game.

It is only possible to achieve this goal through open dialogue, by examining the interests of different stakeholders, analysing the broader environment and looking for the opportunities and strengths shared by our national associations. Any definitions regarding the goals, objectives and priorities for the further development of European and world football must be based on the principles of solidarity, openness, ambition, transparency and sustainability.

Implementing these core values in the decision-making process will not only strengthen the good governance of our sport, but will also enhance the credibility, unity and stability of the European football community.

“In order to achieve this goal, the most important task we face is to create a balance between the various stakeholders and levels of football in Europe.”

“Our objective should be to make UEFA the best sports organisation in the world by creating perfect balance.”

Making UEFA the best sports organisation in the world means :

- *developing, promoting and protecting our sport like no other sports organisation ever has.*
- *being a role model in good governance and transparency.*
- *having the most registered players of all the sports in the world.*
- *creating the best grassroots programme in history.*
- *having the best ever social responsibility and sustainability programmes.*
- *having an ambitious diversity and gender equality programme.*
- *having the best solidarity programme ever and the fairest redistribution scheme possible.*
- *ensuring that sustainable revenue growth represents only part of our global strategy, and does not necessarily mean being the wealthiest sports organisation.*
- *being right at the cutting edge of the fight against corruption and match-fixing.*
- *being a role model for democracy, with the ideas of all 55 national associations taken into consideration.*
- *not only adhering strictly to national and international legislation, but also robustly protecting member associations from all forms of political interference.*
- *having the best medical and anti-doping programmes in place.*
- *not only doing all we can to protect the health of our players, but also taking care of their futures through an innovative career change programme.*
- *ensuring that football remains a sport that is accessible to everyone.*
- *having the respect of the fans, the sponsors, the broadcasters and all of our other stakeholders.*

In short, making UEFA the best sports organisation in the world simply means striking the perfect balance and being an inspiring organisation that leads by example with pride and humility.

This is my philosophy, my goal and my sole ambition. Together we can follow this philosophy, achieve this goal and implement this ambition by bringing the football community together, developing the game and improving good governance.

Creating the Perfect Balance

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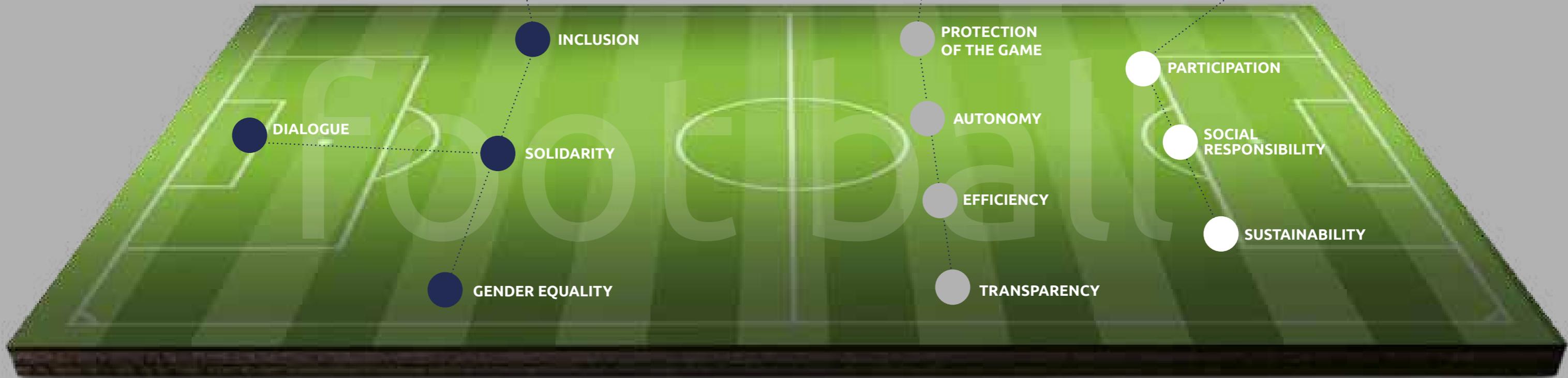
BRINGING THE FOOTBALL COMMUNITY TOGETHER

2

GOOD GOVERNANCE

3

GROWING THE SPORT



1

Bringing the football
community
together

A consensus-oriented
decision-making
process.

dialogue

Involvement
of all national
associations
and other
stakeholders.

- To involve all 55 national associations and their active presidents in decision-making processes through a number of measures, including devoting even more importance to the Top Executive Programme and UEFA Committees.
- To engage in intensive dialogue with other stakeholders from the football community – together we stand but divided we fall.
- To work hand in hand with FIFA and other confederations in order to establish a better and healthier football environment.
- To regularly communicate with other relevant sports governing bodies, as well as national and EU authorities, in order to better defend European football interests.

1

Bringing the football
community
together

Utilising the
knowledge,
experience and
competences
of all member
associations.

inclusion



- To help the UEFA Foundation for Children have an immediate impact on inclusion and diversity in our society.
- To defend the European sports model and make sure that UEFA competitions never become closed leagues or tournaments – club and national teams from each and every member association should have the opportunity to play in UEFA competitions, including the UEFA Champions League and the EURO.
- To develop programmes in order to help minorities find their place on and off the pitch.
- To implement a new ticketing strategy for UEFA competitions in order to stay close to the fans and to ensure that football remains accessible to everyone.

solidarity

Helping solidarity
realise its true
potential.

Working
together to
create a balance
between
different levels.

- To develop the HatTrick programme in order to assist the 55 national associations develop football in their territory through tailor-made investments.
- To establish new solidarity programmes in order to better address the globalisation of football and help less-privileged associations.
- To introduce proportionality regarding the policy for fines imposed pursuant to the UEFA Disciplinary Regulations by taking into account the budget for the relevant national association or club.
- To create scholarship and internship programmes for the best young staff at national associations.

Increasing the
participation
and role of
women in
football.

gender equality

Focus on the
development of the
women's game and
participation across
all NAs.

- To promote diversity and gender equality in football through the implementation of a new awareness campaign at the European level.
- To work hand in hand with national associations and authorities in order to encourage more girls to start playing football.
- To build a new legacy programme promoting gender equality in the country hosting the Women's EURO tournament and the UEFA Women's Champions League Final.
- To make structural changes within the UEFA administration in order to better support the development of the women's game and increase the participation of women in football.

Full transparency of
governance and finances.

transparency

Accepting
moral and legal
responsibility for
our actions and
decisions.

- To introduce a term limit for the functions of UEFA President and members of the UEFA Executive Committee.

- To introduce a rule that only those representatives who are active in their respective national associations can be members of the UEFA ExCo.

- To create a new Compliance Committee to further strengthen good governance principles within European football.

- To implement a clear and open bidding procedure for all UEFA competitions.

2 Good governance

Increased focus on policy and education in order to address the attacks on the integrity of our game.

protection of the game

- To create an organisational structure within the UEFA administration framework to help protect the game (in terms of medical and anti-doping, club licensing, financial fair play, safety and security, integrity and the fight against match-fixing, racism and discrimination, etc.)
- To join forces with other sports governing bodies and the governments of the 55 national associations in order to combat the irregularities that threaten the game in Europe and the rest of the world.
- To make UEFA the leading sports organisation in the fight against doping by building new relationships with relevant organisations that are based on cooperation and trust.
- To implement medical programmes that protect the health of the players by working more closely with FIFA, medical experts and national teams and club doctors.

efficiency and autonomy

Implementation of processes that will optimise the use of resources and produce the best results in order to meet the needs of all member associations and football in general.

- To reinforce the separation between football and business, and to revise the global business strategy.
- To gain trust and support for the UEFA administration by working only with individuals of the highest levels of professionalism and integrity.
- To reform UEFA's committees in order to increase the efficiency and expertise of NAs.
- To work with FIFA to establish legal stability and improve the efficiency of the legal procedures in place (the Dispute Resolution Chamber, the transfer system, etc.)
- To continue to protect the autonomy of national associations from political interference and to support their democratically elected leadership.

Understanding
the challenges.

participation

Creating an
environment for
recruiting future
generations and
keeping as many
people playing as
possible.

- To build a short-term, mid-term and long-term strategy in close cooperation with all member associations in order to ensure that football remains the most popular sport in Europe for the generations to come.
- To implement a global grassroots programme to increase participation and retention.
- To better promote and protect football's local identity.

3 Growing the sport

Enable the sustainable development of football through the sensible use of resources and technologies without compromising future generations.

Use football to create a better world.

- To implement a long-term social responsibility strategy.
- To improve commitment to sustainable development.
- To create ambitious, transparent partnerships with several world-class non-governmental organisations.
- To implement a new and innovative strategy for the organisation of UEFA tournaments (social and environmental legacy, sustainability management system, etc.)

social responsibility

sustainability

The best way for UEFA to continue to develop is by us working together – making best use of all of our strengths, respecting the role of every member association and taking the views of other stakeholders into account.

My experience as President of the Football Association of Slovenia, my love for the game and my commitment to building on the exceptional work undertaken by everyone in the football community are the main reasons why I am asking you to support me as a candidate for the next President of UEFA.

It is my sincere hope that we can make this journey together.

Aleksander Čeferin



