



# Women in Football Leadership Programme

Presenting partner



The UEFA Women in Football Leadership Programme aims to support the careers of women capable of influencing the football industry



# Foreword

---

Studies have shown that organisations with mixed senior management teams tend to outperform those with no women in positions of power. Football has traditionally been dominated by men, but gradually more women are moving into leadership roles. There is still more work to do, though.

UEFA understands that there is a real need for more balanced representation of women and men in key positions. Furthermore, UEFA acknowledges its responsibility to encourage and facilitate this shift. Through the UEFA Women in Football Leadership Programme, UEFA is committed to supporting and accelerating the process of putting more women in decision-making roles.

**Theodore Theodoridis**  
UEFA General Secretary



# Programme overview

## TYPE OF LEARNING

◀ E-learning

Face-to face ▶

## ESTIMATED HOURS OF LEARNING

50

## SKILLS TRAINED

◀ Soft skills

Hard skills ▶



### WHO

Women working for national associations and their stakeholders, in or with the potential to take on decision-making positions



### WHEN

Annually



### HOW LONG

1 week



### WHERE

Lausanne



### PRICE

€6,700



### NUMBER OF PARTICIPANTS

30



### CERTIFICATION

Certificate of completion



### LANGUAGE

English

# UEFA Women in Football Leadership Programme (UEFA WFLP)

The UEFA WFLP aims to support the careers of women who are capable of influencing the football industry through a powerful week of leadership training.

The UEFA Women in Football Leadership Programme is designed for women in football who have the potential and motivation to progress into senior leadership positions within their organisation or are already in such roles. Participants work on and discuss various aspects of leadership, while also focusing heavily on self-awareness and the ways in which this can support their career development. With the coaching included during the programme week, participants are challenged in both personal and professional aspects. The programme also provides a platform for exchange and networking between participants with a rich variety of backgrounds.

## Takeaways

After completing the UEFA Women in Football Leadership Programme, participants will have:

- developed a clear understanding of the skills that are needed for leadership, and how these are reflected within their own professional characters;

- increased their self-awareness and gained an understanding of how this benefits their personal and professional goals;
- expanded their network and forged strong links with other women who are in positions of authority in football or are ready to step into leadership roles;
- built additional confidence to set and pursue ambitious career goals and fulfil their potential.

## Academic institution delivering the programme

IMD develops leaders to transform organisations and contribute to society. Based in Lausanne (Switzerland) and Singapore, IMD has been ranked among the top five institutions worldwide for executive education for over 15 years (Financial Times).

Led by an expert and diverse faculty, IMD has a long record of delivering 'Real Learning, Real Impact' for ambitious women in leadership roles, from acclaimed MBA and EMBA courses to custom programmes designed specifically for the needs of female executives.



## What the organisers have to say



Developing a new generation of female leaders in football is crucial in order to promote greater gender balance in representative roles across football and its decision-making bodies. By identifying talents and providing them with a platform that can unleash their potential, elevate their capabilities and, most importantly, empower them to step up and take on leadership opportunities, the UEFA Women in Football Leadership Programme encourages both personal and professional growth. The programme provides a global perspective on the administration of football and ensures that an inspiring network of like-minded female football leaders can be guaranteed across the world.

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



We are honoured to partner with UEFA in delivering the Women in Football Leadership Programme. The future of football can only benefit from greater diversity across its leadership. IMD looks forward to empowering participants with the right tools, knowledge and support to reach their full potential in decision-making roles in football.

**Ginka Toegel, IMD Professor of Leadership**



We are thrilled to be supporting the Women in Football Leadership Programme for the third year in a row. At EA SPORTS, we are deeply committed to fostering diversity and empowering women to forge ahead in their careers. This programme is a powerful platform for women to hone their leadership skills, build their networks, and unlock their full potential.

**Andrea Hopelain, GM & SVP Marketing & Commercial, EA SPORTS**



# Programme overview

## Estela Lucas Santos

Director of intelligence and fan experience at the Portuguese Football Federation (FPF).

*"The coaching sessions are incredible because you open yourself up and by doing so can understand more about yourself. You recognise the best version of yourself and realise where you need to develop to become even better. It's also so interesting because we have people from so many countries but who face the same relatable challenges as me. When we discuss them, we get different perspectives and ideas that make us all richer for the experience."*



## Molly Hrudka

Senior manager in digital and data strategy at the English Football Association (FA).

*"The programme has given us the chance to take challenging situations that many of us have in common and work through them together. We have different perspectives and different ways of thinking about how to achieve our goals, but the overall mindset is that, as women, we can be bolder and don't need to be afraid of that. We are changing the narrative and creating a space for women to be bold and make decisions."*



## Tatevik Asatryan

Deputy General Secretary at the Football Federation of Armenia (FFA).

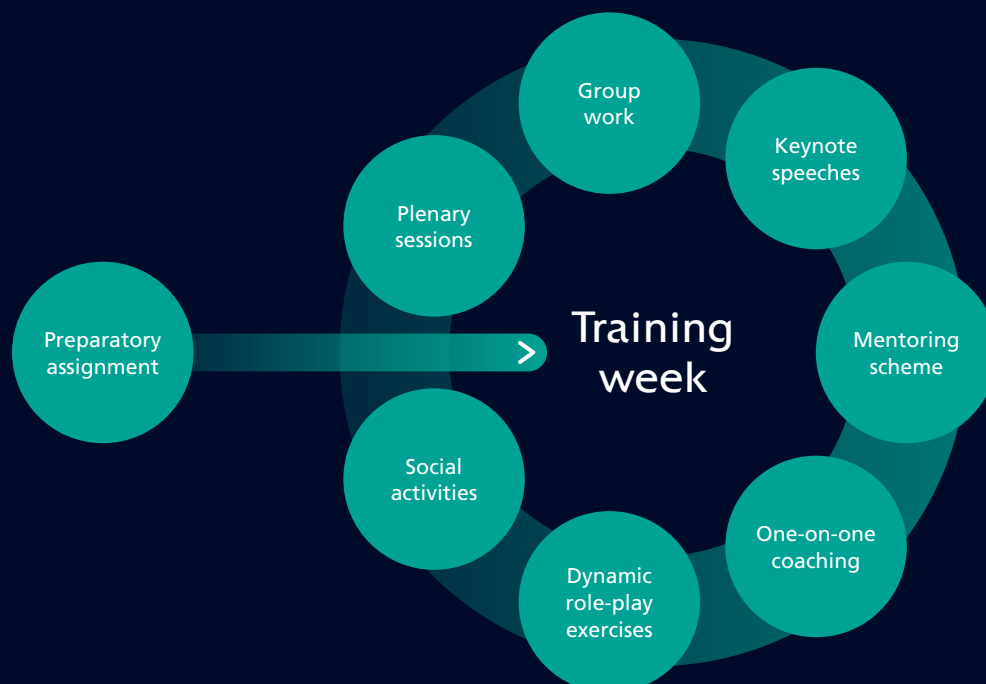
*"As women, we often apologise for our ambition, and I think we need to kick that far away into the past. Every woman should look forward and act because every idea is crazy until we have achieved it."*



## Sehrish Mumtaz

EA Sports athlete marketing lead.

*"In great companies, you being the same as everyone else is fine. But your superpower is what makes you unique: your culture, background, gender. That is a superpower and don't hide it."*



## Application process

The programme is open to women working for national associations and their stakeholders, in or with the potential to take on decision-making positions.

For any questions you might have, please contact [academy@uefa.ch](mailto:academy@uefa.ch).

## About the UEFA Academy

Eligible candidates must apply online and fill in the application form on at [UEFAacademy.com](http://UEFAacademy.com) by the deadline. Full attendance is required to qualify for the certificate of completion. Should you have any questions about the application process, please contact [academy@uefa.ch](mailto:academy@uefa.ch).

We welcome participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to our community. If you have any uncertainties about meeting specific programme criteria, we encourage you to reach out to us.

The UEFA Academy was awarded the LIFT (Learning Impact for Today and Tomorrow) by EFMD for the period 2024 to 2027. This certification recognises the impact of the UEFA Academy programmes on its participants, their organisations and society at large.



## Strategy

UEFA believes 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.

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

- 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





UEFAACADEMY.COM

Contact us: [academy@uefa.ch](mailto:academy@uefa.ch)

Follow us: @UEFA Academy across socials

