

# Strategic Plan 2024-36

#thefutureofPortuguesefootball

February 2026



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# Message from the Chairman

# 1





## **1. Message from the Chairman**

The federative cycle started in the 2024-25 season is the starting point for a profound structural change in Portuguese football, with unity for cohesive development as the basis for a new era. Designed, matured and endorsed by the members of the Portuguese Football Federation (FPF), the collective project that I have the privilege of leading, setting unity as the foundation of a new paradigm, is now reflected in this Strategic Plan for 2024-36.

More than just an essential tool for those like us who commit themselves to the cutting edge of good management practices, this document reflects our commitment to rigor, transparency and excellence while building tomorrow.

Mapping out the path that will elevate Portugal as the Football Nation, the Strategic Plan for 2024-36 systematizes the response prepared by the FPF's management team to overcome the challenges facing the sport and boost the Talent that sets us apart and inspires the passion of fans all over the world: we have set ourselves the ambition of being the best. The presence of our national teams in six finals and the winning of five titles by 2025 underline the fact that we owe this culture of victory to ourselves.

We have taken on our ambition because we are fully aware of the challenges we face. Because we discuss them together and comprehensively, side by side with the Regional Associations (ADR), the Liga Portugal and the Professional Bodies. This is the watermark of our project and perhaps its greatest asset: the inclusion of all federative partners and the openness to the in-depth knowledge that each of them brings to the whole of our Football.

At the FPF, present and future revolve around all stakeholders and this goal to evolve side by side is a powerful driving force for implementing change, which is necessarily transversal.

This realization that we will make the journey together is breathed into the FPF's daily life today. Change is already a reality. We have a new approach to our ecosystem, such as the Chairmans Council, a new advisory body that brings together the leaders of the ordinary members, and the activation of the 19 Standing and Non-Standing Committees. These are spaces for debate and knowledge sharing open to members, society and academia, with experts who further enrich the necessary diversity of views that should govern the discussion and evolution of the sport.

We will know how to elevate this debate on the future we want to build by promoting new forums that foster dialogue and the wealth of contributions from the entire ecosystem and extend it beyond the national reality. We demonstrated this unequivocally with the successful first edition of the Portugal Football Summit, which brought together to the FPF Arena Portugal the main figures of the State, the organizations that oversee the sport at the international level and an elite of professionals and academics, with the essential and fundamental participation of FPF members. Together, we have created an event of great impact, which we will consolidate as a global benchmark.

These are just a few examples of an in-depth intervention that, over the next 12 years, will consolidate our Football from the bottom to the top. This is the path to cohesive development. For the valorization of sports agents, through competitive models discussed together that will guarantee us more practitioners and fans. A journey that will unite our excellence under the banner of the FPF, a brand of prestige, credibility and talent in innovation.

Our path will lead to a rediscovery of Football as an element that brings together its own players, an inspiration for social change and inclusion, fueled by the sporting success of the National teams.

The coherence of this project, structured around ten axes in this Strategic Plan for 2024-36, will make the FPF an exemplary partner for the political authorities and all Sports organizations in the crafting of legislative solutions that are necessary for the success of this ecosystem. In this context, it is now clear that there is a need for a structured intervention to invest in infrastructure rehabilitation in order to promote an increase in federative practice. This will be essential in order to respond to the affirmation of women's football, in the various sports, and so that we can welcome the Walking Football universe, this new version of the game we love, which is revolutionizing the quality of life of the growing senior population in Portugal.

The logic behind this extends to strengthening our presence, influence and prestige in international organizations, particularly in committees where new trends for the industry are discussed. Since the start of this project, the FPF has regained representation at the highest level on FIFA and UEFA committees.

We will be able to make the organization of the Under-19 Women's European Championship in 2028 an example of the excellence of our organizations, the passion we put into everything we do and the breadth of our vision, which will culminate in this great opportunity represented by the co-organization of the 2030 World Cup with Spain and Morocco.

With this Strategic Plan, we reaffirm our commitment to excellence, innovation and the sustainable growth of Football. We know that realizing this vision depends on the alignment and cooperation of all stakeholders – employees, members, partners, political authorities and society in general.

Together, we will build a solid trajectory, based on consistent results, trusting relationships and a real contribution to the development of this ecosystem.

Together we shape tomorrow.



Pedro Proença  
Chairman of the Portuguese Football Federation

# 2

## Framework





## 2.1. Introduction

### Background

Drawing up this Strategic Plan is a decisive milestone in strengthening the FPF's mission as the body responsible for organizing, developing and promoting Football in Portugal.

In a context marked by significant economic, social, demographic and technological changes, it is imperative to consolidate a common vision that will enable the FPF's strategic decisions to be guided in a coherent and sustained manner for the time horizon up to 2036.

Portuguese football has seen visible changes in recent years, particularly in terms of the increase in sports practice, investment in grassroots training, the development of women's football and the evolution of the levels of professionalization of the different actors. Even so, there are still structural challenges that require a solid strategy, especially aiming to correct territorial inequalities, improve infrastructures, the financial sustainability of the organizations that make up the sports ecosystem, the continuous training of their resources, the recruitment and retention of talent and increasing the competitiveness of clubs.

### The Starting Point

Given this context, the starting point for this document was based on the Programmatic Blueprint of the current Board of Directors, developed under the motto 'Uniting Football,' which represented a turning point for the future of Portuguese Football as a result of an extensive consultation process with all FPF members.

This joint exercise made it possible to consolidate a shared vision, based on the ambition of making Portugal the true Football Nation, placing the talent and unity of the entire community as the central pillars of the sector's development.



## Methodology

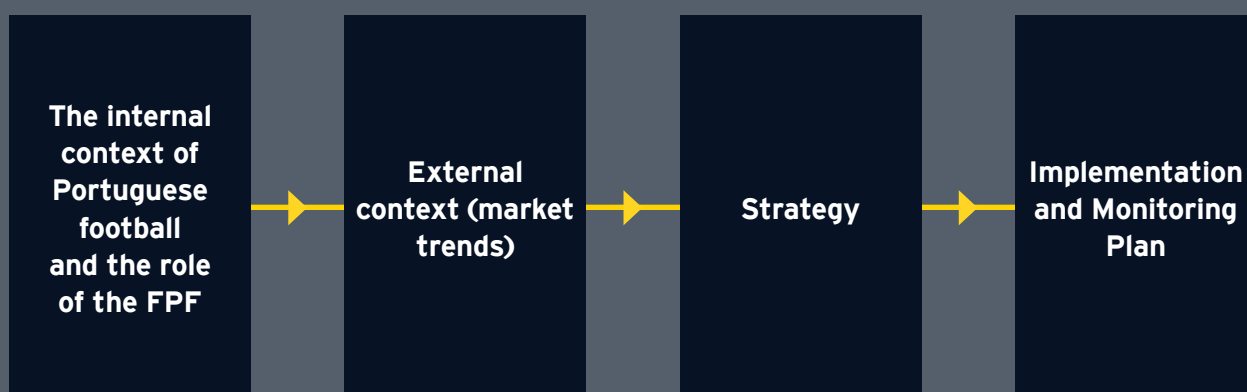
The Strategic Plan presented here is an ambitious plan designed to transform Portuguese Football over the next 12 years, strengthening its impact at national level and projecting it onto the international stage.

More than a technical document, this Plan is an integrated commitment, built with all those who live and play football - clubs, players, coaches, managers, referees, fans, doctors, nurses, therapists, masseurs, psychologists, BLS technicians, members and other partners in the sporting ecosystem.

The proposals for implementing and operationalizing the Programmatic Blueprint have been deepened and refined into concrete measures aimed at preparing Portuguese Football for a more competitive, inclusive and sustainable future.

The creation of the Strategic Plan followed a structured, participatory methodology centered on the reality of the district and national Football ecosystem, divided into four main phases: Diagnosis, Strategic Development, Operational Plan Devising and Validation.

This document sets Strategic Axes, Impact Indicators and Strategic Goals that allow the Plan's implementation to be monitored with transparency and rigor. This is the starting point for a path of transformation, underpinned by a shared vision that combines ambition, professionalism and collective responsibility. Like the movement that inspired it, this Strategic Plan belongs to everyone and is for everyone who lives Football in Portugal.

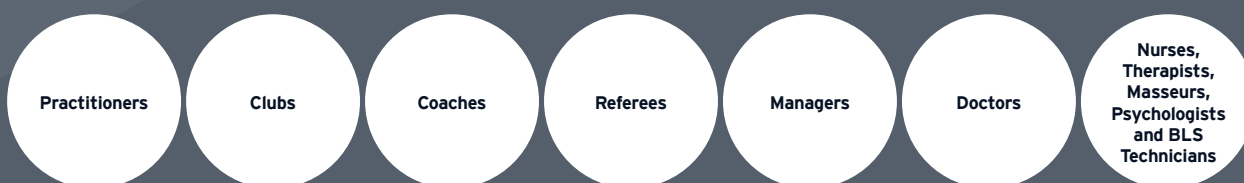
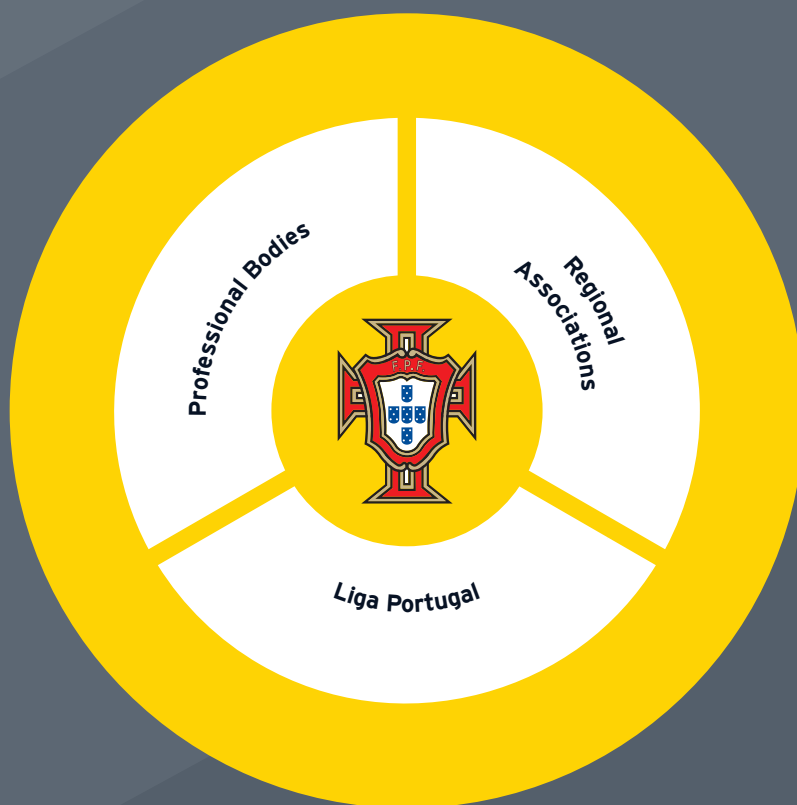


### Methodology Summary

## 2.2. Overview of Portuguese Football



**FIFA®**



## The FPF at the centre of the Portuguese Football ecosystem

The FPF is the organization responsible for the governance, promotion and development of Football in Portugal, with over 111 years of leadership in the sport. Its activities cover football, futsal, beach football and walking football, from grassroots to the national teams and senior, women's and nonprofessional competitions.

The FPF carries out its governance duty in conjunction with its ordinary members – the 22 ADR, the six Professional bodies and the Liga Portugal – which liaise on the ground and represent football agents throughout the country. The quality and impact of their work depends significantly on the action of these partners, whose work is crucial if national strategies are to be translated into concrete results.

It represents Portuguese Football before FIFA, UEFA, the State and other organizations; coordinates the participation of national teams; organizes national competitions; regulates and oversees the practice of sport; and defends the interests of its members.

To address the challenges of modern Football and its own growth, the FPF is part of a modern and specialized corporate structure, made up of entities such as Canal 11, FPF Infraestruturas, FPF Academy, Fundação FPF, FPF Comercial and FPF Eventos.

The FPF's actions are thus based on an integrated governance model and a renewed structure that guarantees the conditions to develop the game in all its dimensions.



## The pride of Portuguese Football

It is within this framework that the national teams and the competitions organized by the FPF are inscribed – the ultimate expression of the ambition, identity and competitive capacity of Portuguese Football.

National teams and competitions are at the center of our purpose and pride. The competitive quality we have today is the result of continuous work throughout the ecosystem that identifies, develops and leverages Portuguese talent.

This quality is transversal and consistent: it runs across the board, from men's to women's football, from futsal to beach football, affirming Portugal as a benchmark of excellence, ambition and results in international Football.

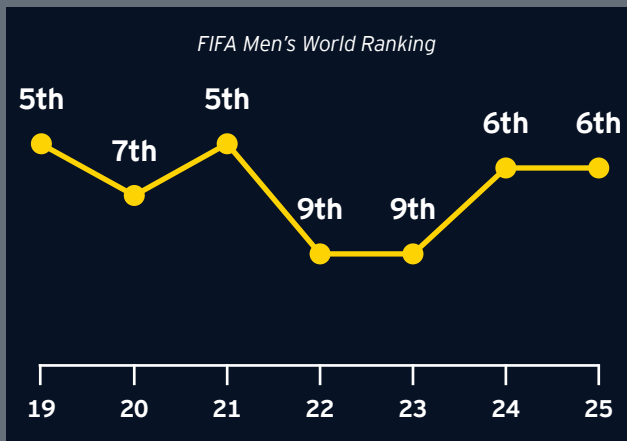


**In 2024-25, more than 1,000 players were called up to represent Portugal.**

<sup>1</sup> 30 national teams in an Olympic Games year



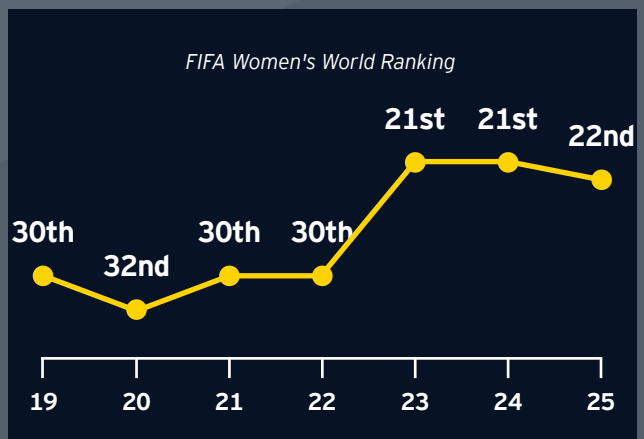
## Men's National Team A



The Men's National Team A is the most visible face of Portugal's competitive ambition in Football. Regular presence in the final stages of European and World Cups, together with winning the 2016 European Championship and the Nations League (2019 and 2025), has consolidated Portugal as a competitive benchmark on a global scale.

## Women's National Team A

The Women's National Team A signals a new competitive stage in Portuguese Football. Since 2022, it has made successive appearances in the final stages of European and World Cups, a journey that is boosting the development of players and their popularity.



Note: The 2025 ranking refers to December 2025

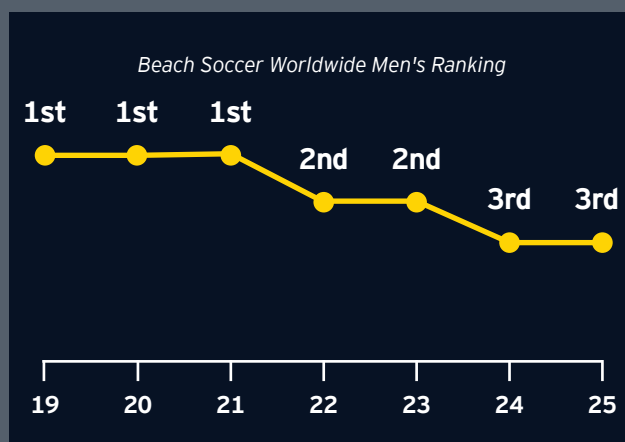
## Men's National Futsal Team



The Men's National Futsal Team has consolidated Portugal in the world elite. The titles of World Champion in 2021 and two-time European Champion in 2018 and 2022 show a consistent path based on a demanding domestic competition framework.

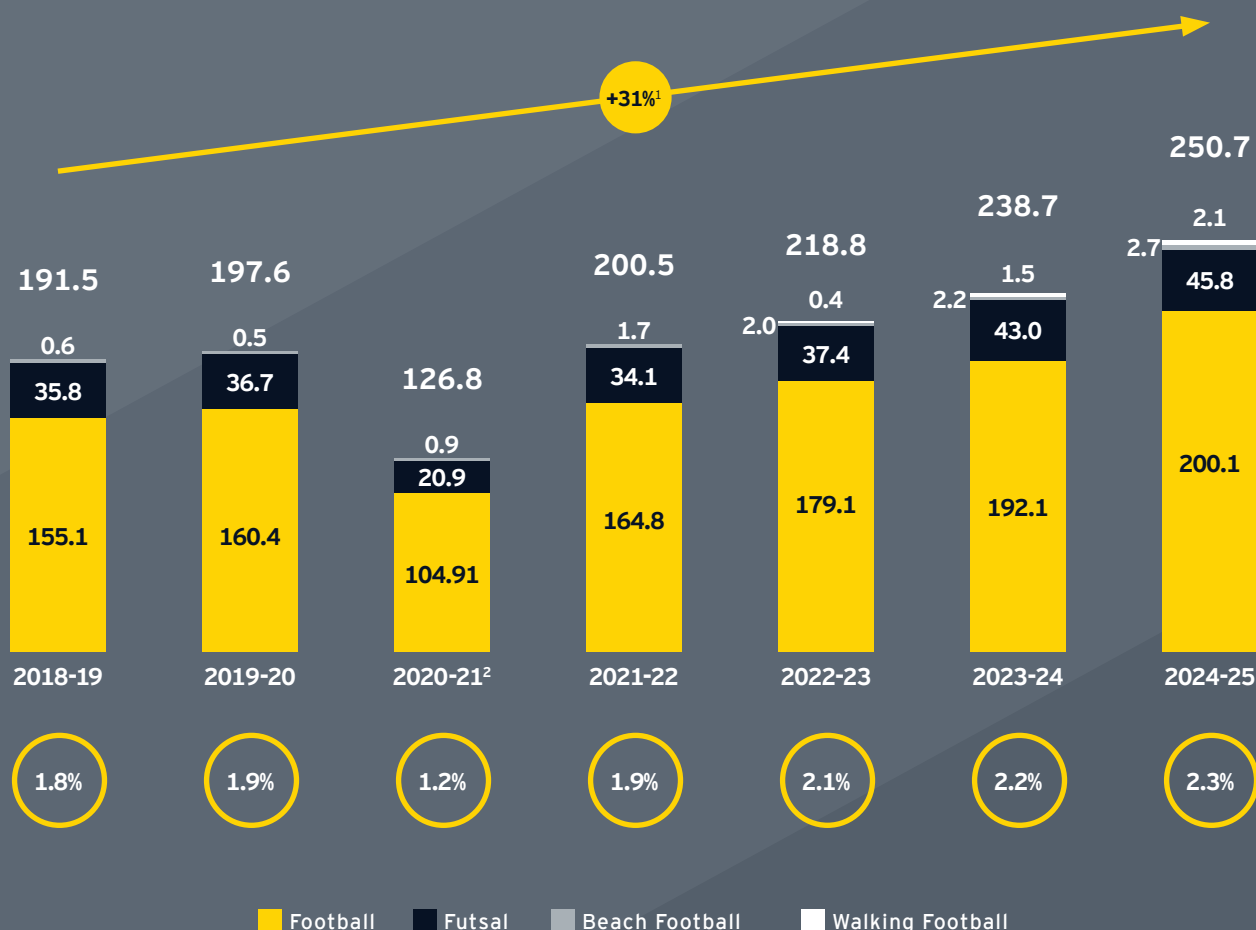
## Men's National Beach Football Team

The Men's National Beach Football Team keeps Portugal in the world elite. The 2019 World title, along with regular presence in the decisive stages of the international calendar, underpins a consistent trajectory of high performance, based on remaining in the top three of the Beach Soccer Worldwide ranking.



<sup>1</sup> FIFA has created the ranking of the men's and women's futsal national teams in 2024

## Evolution in the number of practitioners by sport (thousand practitioners)



Source: FPF

○ % of practitioners compared to the total population

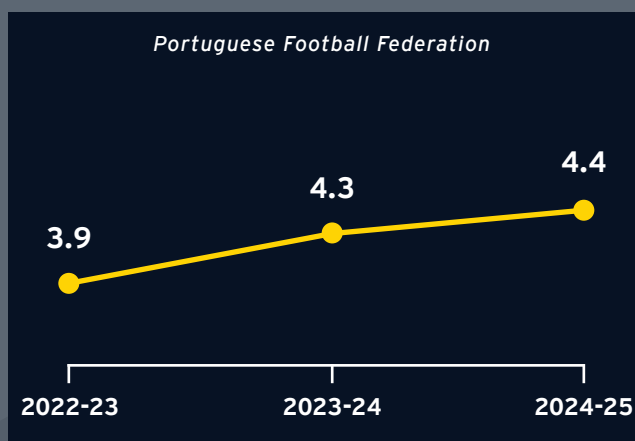
Players are the lifeblood of Portuguese Football, sustaining clubs, ADR, competitive squads and national teams. Their numbers have been growing consistently in all sports, but the path requires greater ambition.

Broadening participation is crucial for the continued development of the sports and for turning potential into talent capable of representing Portugal at the highest level.

<sup>1</sup> Growth Rate

<sup>2</sup> Year of COVID-19

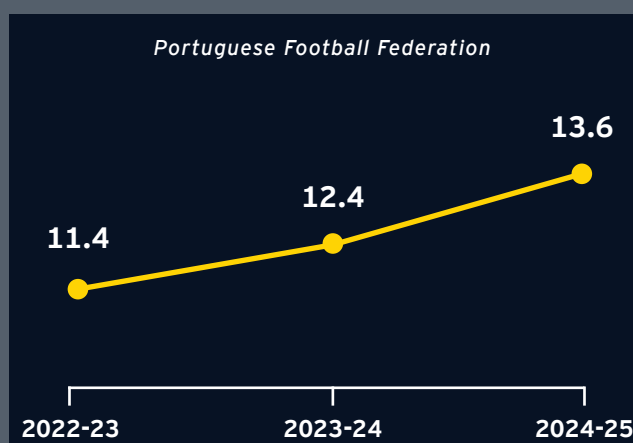
## | Active referees (in thousands)



The number of active referees in Portugal has been increasing at a rate of 6.6% per year since 2022-23. The presence of Portuguese refereeing teams in the final stages of FIFA and UEFA competitions shows that the quality of national refereeing is recognized.

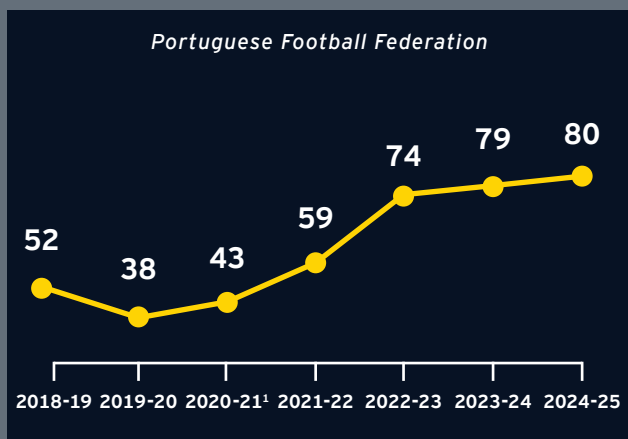
## | Active coaches (in thousands)

With an average growth of 9.6% per year since 2022-23, Portuguese coaches continue to make a name for themselves at national and international level, upholding a standard of excellence based on technical competence and growing recognition on the global sports scene.



Note: Active referees and coaches are those who took part in at least one match during the sporting season under review.

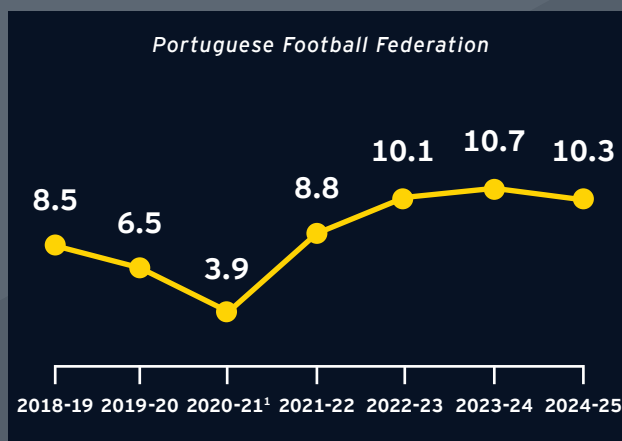
## Competitions organised by the FPF



The number of competitions organized by the FPF has been steadily increasing, at a rate of 11% per year since the 2021-22 season, reflecting the competitive dynamism and the FPF's organizational capacity.

## Matches organised by the FPF (in thousands)

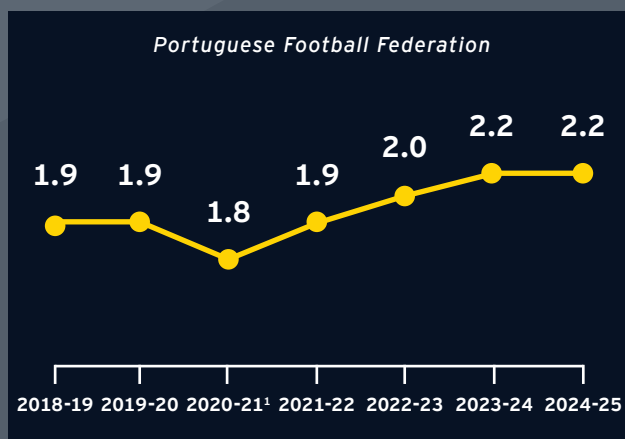
The number of matches organized by the FPF has been growing, especially in the post-pandemic period (around 4% per year between 2021-22 and 2024-25), accompanied by an increase in the number of organized competitions and clubs.



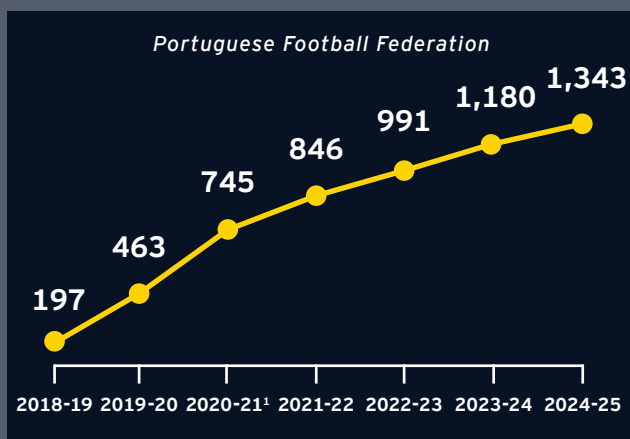
<sup>1</sup> Year of COVID-19

## Clubs (in thousands)

With the exception of the COVID-19 pandemic period<sup>1</sup> (2020-21 season), the number of clubs in Portugal has been growing every year, surpassing 2,200 clubs in the 2024-25 season, reinforcing the vitality of the national association movement.



## Certified and recognised training providers



Since its inception, the Certification Process for Training Providers has established itself as a structuring tool for intervention by the FPF and ADR, supporting Clubs in the organization of their sports area and in the sustained raising of quality standards in football and futsal training.

**The evolution in the number of players, clubs, competitions and sports agents shows that Portuguese Football is becoming increasingly dynamic. This growth reflects the impact of the joint work of the FPF and its partners in enhancing and expanding the national sports ecosystem. But more than numbers, this progress translates into visible results on and off the pitch – achievements that reaffirm Portuguese Football's strength, prestige and leadership capacity.**

<sup>1</sup> Year of COVID-19

## Achievements that marked the first year in office

The year 2025 will go down as one of the most decisive years in the FPF's sporting, institutional and strategic affirmation. It was a year that reinforced a winning culture, an ongoing commitment to excellence and the ambition to lead, both on and off the pitch, which translated into major sporting and institutional achievements.

### Sporting achievements

On the sporting front, the year ended with five championship titles and one World runner-up title.

- On 1 June 2025, the Under-17 Men's National Team won the title of European Champions. By securing this title, the Under-17 National Team is not only celebrating an important victory in the present, but also confidently projecting the future of Portuguese Football on the international stage.
- On 8 June 2025, National Team A won the Nations League, consolidating the team's status among Europe's elite. This achievement positions Portugal as a highly prestigious and consistent opponent, capable of competing and triumphing against teams with a strong competitive tradition.
- In September 2025, the Women's National Beach Football Team A won the European title, establishing itself as a new symbol of Portuguese Football's ability to win.



This achievement confirms the growing strength of the FPF's women's project and reflects its clear commitment to expanding the women's game on the pitch.

- In October 2025, the Under-19 Men's Futsal National Team won the gold at the European Championship, confirming Portugal's continued hegemony in the sport. This achievement shows that the success of Portuguese futsal is not just a phenomenon of the senior national teams, but the result of a solid talent base, with young players ready to take on the international limelight.
- At the end of November 2025, the Under-17 Men's National Team wrote one of the brightest pages in the history of Portuguese Football by winning the World Cup, after having already won the European Championship in the same year. This victory is not just a title: it is the affirmation of an exceptional generation and the validation of a training ecosystem that prepares young players to win at the highest level.
- Finally, in December 2025, the Women's National Futsal Team A finished runners-up in the World Cup, a historic milestone for Portuguese women's futsal. This result confirms Portugal's definitive entry into the world elite of the sport, enhances the journey of the players and the coaching staff, reinforces the FPF's commitment to competitive excellence in women's football.

Taken together, these achievements paint a clear picture: Portugal is increasingly asserting itself as a country of champion national teams capable of winning today and of preparing those who will win tomorrow.



## Institutional Achievements

On an institutional level, the year was marked by a profound process of transformation and reinforcement of the FPF's governance.

### Corporate reorganisation

FPF has optimized its corporate structure by making specialized business units more independent, allowing for more focused management, resources optimization and greater agility in responding to the specificities and demands of each segment.

To this end, FPF Comercial, FPF Academy and Fundação FPF have been set up. The first will focus on sales, marketing and new business; the second will continue the Portugal Football School project, and the third will take the lead on social responsibility. Also in this context, there was a strategic restructuring of FPF Eventos, which had limited activity and now focuses its core business on designing, planning and managing events.

This business group is joined by two other existing companies: Channel 11 - a vehicle for publicizing competitions organized by the FPF -, and FPF Infraestruturas - responsible for managing and developing the 'City of Football' brand and enhancing the FPF's historical legacy.

These companies strengthen the FPF's capacity to act in key areas for the enhancement of Football, such as attracting and diversifying sources of revenue, implementing actions with a social and environmental impact, as well as training and developing talent on and off the pitch.



## Reactivation and creation of Committees

During this period, the FPF reactivated the six Standing Committees provided for in its Statutes and created 13 Non-Standing Committees. This has strengthened the mechanisms for technical advisory and the submission of proposals, which support the strategic and operational management of Portuguese Football.

These advisory structures contribute to the production of detailed data and analyses that will guide and support the decision-making process, ensuring that federative governance responds transparently and consistently to the needs of the entire Football ecosystem.

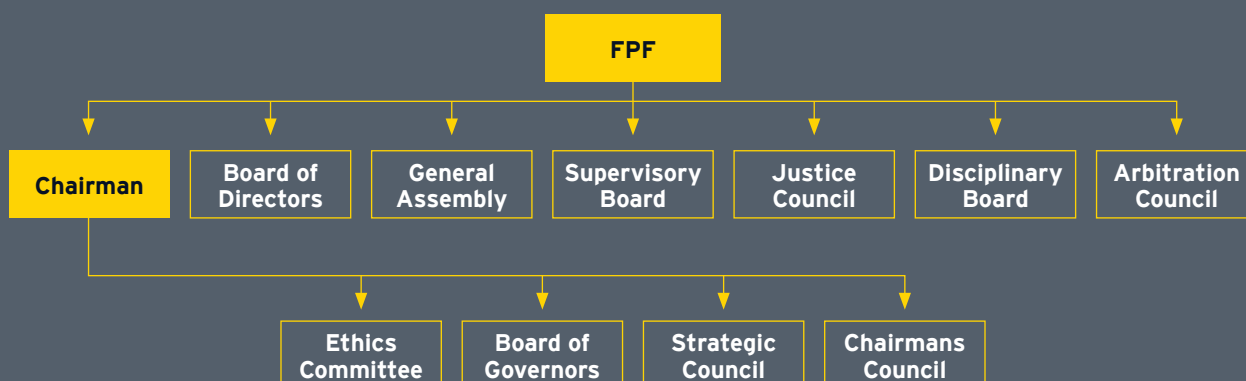


## Amendments to the Statutes

The year 2025 was marked by a statutory review with a direct impact on the FPF's governance, which resulted in two important milestones: on the one hand, the maintenance of its public utility status, ensured by the approved changes; on the other, the creation of three new advisory bodies - the Ethics Committee, the Board of Governors and the Strategic Council - designed to support decision-making and reinforce the long-term vision of the organization.

In addition, the Chairmans Council was set up, a strategic counselling forum that brings together all the Chairman of the FPF's members, who now have an active voice in discussing the future of Portuguese Football.

Together, these milestones strengthen the institutional legitimacy of the FPF and raise the level of excellence and strategic capacity in the governance of Portuguese Football.





## 2.3. The Federation and the Football Community

As the main interlocutor for Portuguese Football, the FPF takes on the responsibility of uniting and articulating all the actors in the ecosystem, aligning interests to strengthen the sector from the bottom up. This collaboration strengthens the FPF's capacity to represent the Football Community, playing a key role in institutional dialogue with the highest international institutions and national public bodies.

### 2.3.1. International representation and alignment

#### The FPF as the voice of Portuguese Football in international institutions

Portuguese Football is asserting itself more and more on the international scene, standing out for its competitive clubs, excellent players, referees and coaches recognized in the main international championships, as well as for the fundamental contribution of managers and other sports agents who promote the professionalization, innovation and sustainability of the sector. This sporting projection must be accompanied by a strong institutional presence that defends national interests in the major decisions regarding football at a global level.

The FPF is responsible for ensuring Portugal's recognition in setting of international policies, acting proactively and in close collaboration with the international bodies representing the sector and contributing to strengthening Portugal's position on the global stage. Its links with UEFA and FIFA are essential to defending the interests of Portuguese Football: Ensure access to development support programs, attract funding for various areas and strengthen the international recognition of national talent.

In this regard, the FPF is prioritizing the strengthening of its institutional presence. Although Portugal recently ceased to be a member of UEFA's Executive Committee – a body of great political importance – the FPF has joined three of FIFA's most important Committees for the 2025-29 cycle. The FPF is committed to ensuring that the particularities of Portuguese Football, as well as those of countries with similar characteristics, are properly represented and taken into account in the strategic decisions that will shape the future of world football.

At the same time, the FPF is working to capitalize on the internationalization of Portuguese talent, promoting Portugal's image as a benchmark in training, sports management and the planning of excellent events. This positioning is being expressed in initiatives such as the Portugal Football Summit and, in the future, the 2030 World Cup.



**The FPF's active presence in international bodies is therefore essential, not just to defend immediate interests, but to guarantee the competitive future of Portuguese Football in an increasingly globalized and demanding sector.**

### 2.3.2. Institutional liaison

#### The FPF as the driving force behind sport and a strategic partner of the State and the organizations representing Sport in Portugal

The FPF recognizes and honors the role it plays in the wider landscape of national sport. Due to the social and economic importance of Football, it is an essential driving force of the sports system in Portugal, contributing to the sustainability of various sports, to the promotion of sport throughout the country and to social cohesion.

Within this framework, the FPF endeavors to deepen its relationship with governments, with a view to tackling the concrete challenges affecting football - from sports facilities and the sector's fiscal framework to improving sports justice - by promoting debate in close liaison with the relevant bodies.

The FPF also maintains an active institutional relationship with the Portuguese Institute of

Sport and Youth (IPDJ), the Portuguese Sports Confederation (CDP), the Olympic Committee of Portugal (COP), the Paralympic Committee of Portugal (CPP), the Sports Foundation (Fundação do Desporto) and other sports federations. This articulation focuses on key issues in the national sports system, such as the structural underfunding of some sports, the need for talent development programs from the grassroots up or the inadequacy of policies to encourage sports practice.

Given the complexity of the challenges faced, the FPF recognizes the importance of coordination between all the actors involved, promoting solutions that guarantee the balanced development and long-term resilience of Sport through a coordinated, future-oriented response.



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**On this shared path, the FPF reaffirms its commitment to being an active part of the solutions, promoting a more cohesive and sustainable sport through permanent collaboration with the State and other national strategic partners.**



### 2.3.3. Ecosystem integration and actors coordination

The FPF plays an irreplaceable role as a mobilizing force for the entire Portuguese Football ecosystem. In addition to managing competitions and national teams, its responsibilities include liaising closely and on a daily basis with all the players in the sector, ensuring that national priorities are built in an integrated way, from youth football to professional football.

#### The FPF and the ADR: strengthening the basis of Portuguese Football

ADR are fundamental to the balanced and sustainable development of Football in Portugal. Because of their presence on the ground, they play a unique role in developing sports, promoting sport practice and creating conditions to attract and retain players at all levels, from youth to professional.

In-depth knowledge of local communities allows ADR to adapt solutions to the different realities of the territory, promoting inclusion, diversity and proximity in access to Football. It is these structures that ensure that Football reaches the whole country, including districts with low population density or less sports dynamic.

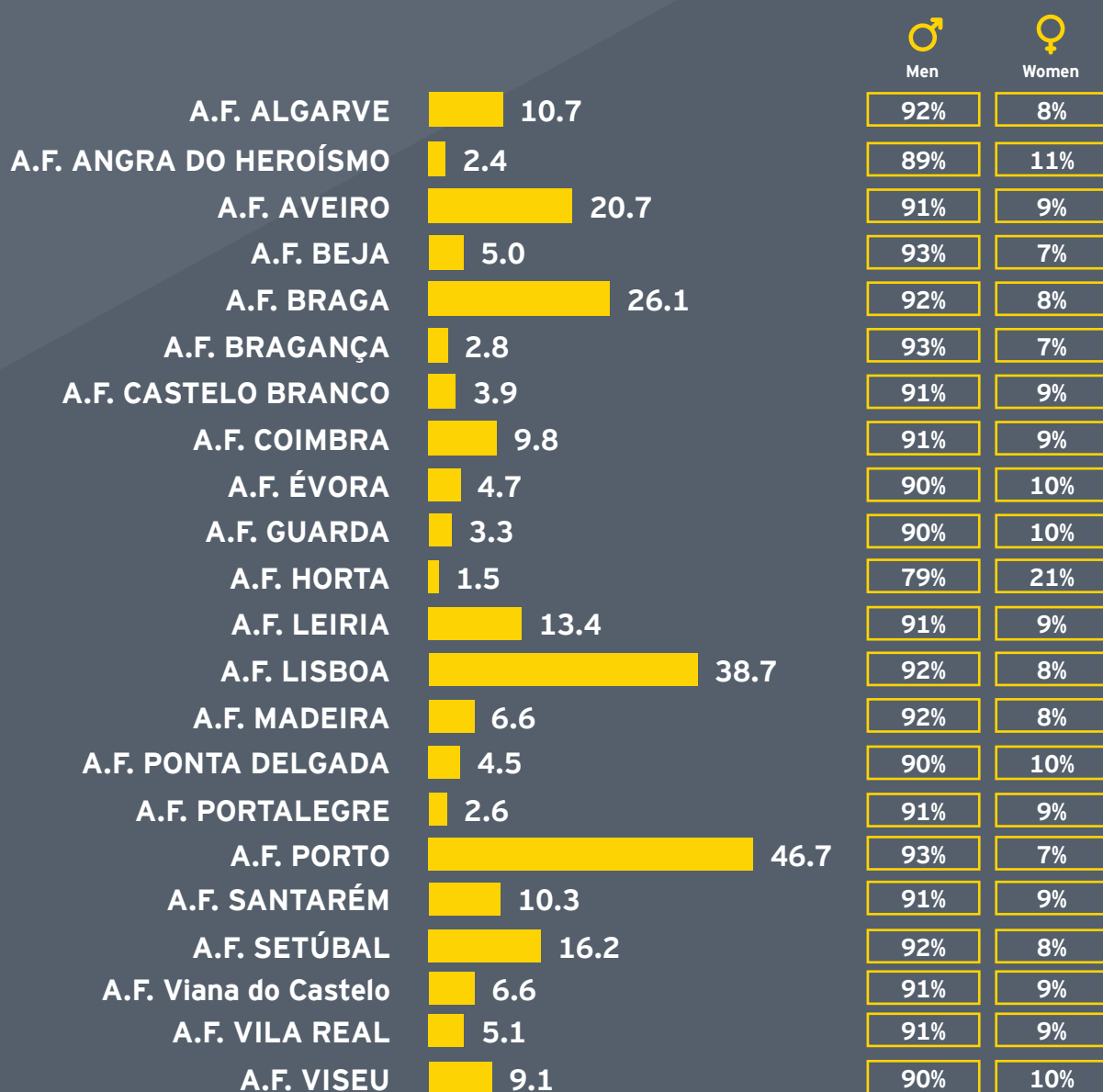
ADR's competence has been asserted with determination, while facing structural challenges. In this context, the FPF recognizes this reality and is committed to being close to the ADR, supporting the promotion of their institutional strengthening and modernization.

At the same time, a rapprochement with the local and regional business community should be encouraged, promoting partnerships that reinforce the sustainability of ADR and create shared value in the communities where they operate.



**Strengthening organizational capacity, providing ADR with better resources, simplifying support models and ensuring greater financial predictability are essential conditions if these structures are to continue to play their irreplaceable role.**

## Registered practitioners by ADR and their distribution by gender (thousand practitioners, 2024-25)



## The FPF and Professional Bodies: giving professionals a voice, enhancing football

Professional Bodies are key actors in the development of Portuguese Football. They represent the professionals who make the day-to-day running of Football possible: players, coaches, referees, managers, doctors, nurses, therapists and masseurs. Through these associations, professionals are heard when defining policies, regulations and practices that have a direct impact on the field, ensuring that the decisions made reflect the practical reality of Portuguese Football.

In addition to their representative function, Professional Bodies are also drivers of professional qualification, ethics and excellence. They promote training programs, uphold high conduct standards and contribute to raising technical quality.

Despite the diversity of their areas of intervention, they share a common goal: ensure that Football is a stronger and more sustainable industry, through better prepared and valued professionals to carry out their activities.

The FPF fully recognizes this role and is committed to strengthening the institutional capacity of these associations, ensuring that they have access to better financial conditions, greater operational stability and tools that enhance their positive impact on the entire ecosystem.



**For the FPF, the protection and valorization of Professional Bodies is a clear priority, because a more qualified and fairer Football is built by dignifying and effectively supporting its professionals.**



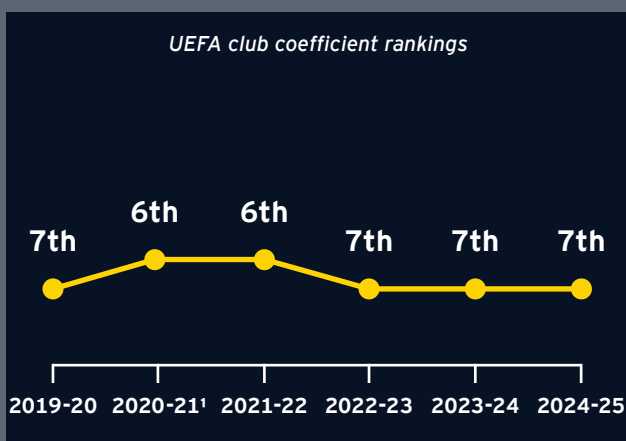
## The FPF and Liga Portugal: A strategic partnership for the development of professional football

Liga Portugal has played a central role in the organization, promotion and development of professional Football in Portugal. Its evolution over the last decade, marked by growing professionalization, greater financial stability and the enhancement of competitions, represents a positive journey that the FPF recognizes and treasures. This trajectory demonstrates the Liga's ability to affirm Portuguese Football through the consecutive participation of Portuguese teams in European competitions, as well as a competitive, relevant and attractive product for fans, investors and partners.

The FPF recognizes the Liga as a crucial and indispensable partner for the future of Portuguese Football. Sustainable growth in the sector requires close coordination, strategic alignment and a shared commitment to the major challenges facing professional Football.

Among the joint priorities are the completion of the process to centralize audiovisual rights, the modernization of sports infrastructures and the enhancement of domestic competition in order to raise the prestige of Portuguese Football within and across borders.

### UEFA Ranking Evolution



At the start of the 2025-26 season, Liga Portugal set a national goal for Professional Football: reach sixth place in the UEFA rankings by 2028. Having already achieved this goal this season, with Portugal overtaking the Netherlands and climbing to sixth place, it is now up to all the players in the Professional Football ecosystem, together with the FPF, to work to consolidate this position and aim for even higher levels in the European context.

**The relationship between the FPF and Liga Portugal is more than institutional collaboration: It is a structuring, long-term alliance aimed at strengthening professional Football in Portugal through responsible, ambitious development in line with the highest international standards.**

<sup>1</sup> Year of COVID-19



## 2.4. The market trends of the future

The influence of the FPF in a complex sports ecosystem, with multiple players and levels of intervention, does not invalidate the need to assess the external context. Federation activity is exposed to market forces, regulatory frameworks and technological developments that directly influence the FPF's strategic positioning.

Identifying and monitoring these external forces is an essential condition for ensuring that the FPF's strategy remains aligned with the surrounding reality, allowing it to anticipate risks, capitalize on opportunities and strengthen its leadership capacity within the Portuguese Football.



The trends that are redefining Football, many of them stemming from the entertainment industry in which it operates, will continue to gain momentum in the coming years, requiring joint responses allied to a long-term vision to guarantee sustained growth.

## Market Trends

### Digital transformation and behavioural transformation of fans

Digitalization and the evolution of consumer habits are changing the way fans experience football, creating new demands for content and interaction.

- Generational change of fans
- Digital omnipresence
- Personalization and data analysis for fans and performance
- Immersive gaming experience

### Expansion of Women's football

The growth of women's Football is projecting it as a structuring element of the Football landscape.

- Growing media visibility
- Professionalization and increased competitiveness
- Strengthening the grassroots

### The 2030 World Cup as a strategic accelerator

The 2030 World Cup will project Portugal on the international stage and leave its mark on sporting modernization.

- Brand amplification and global visibility
- Innovation platform for fans and infrastructures

### Centralisation of TV rights

Portugal is preparing to adopt the model of centralized negotiation of audiovisual rights in 2028. International experience has shown that adopting this type of model translates into positive results in terms of the sustainability and competitiveness of clubs. If successfully implemented, this model could make Portuguese Football more attractive to fans, sponsors and investors, bringing it closer to the main European leagues.

- Centralized negotiation of audiovisual rights
- More equitable distribution of income
- Increased competitiveness in football

### Responsibility and integrity in the Football Industry

The growing appreciation of ethics, social impact and environmental sustainability is redefining expectations and responsibilities for modern football.

- Circular economy in events and infrastructures
- Enhancing transparency and integrity

### 2.4.1. Digital transformation and behavioural transformation of fans



#### Generational change of fans

The digitalization of entertainment is transforming the way new generations relate to Football.

The arrival of Generation Z and Generation Alpha on the sports entertainment market is reconfiguring consumption patterns, favoring immediate experiences.

Born into an environment dominated by the smartphone and social media, these fans favor short, highly visual formats (e.g., highlights) over the full 90 minutes of a match.

With a shorter attention span *and accustomed to* on-demand and interactive entertainment, it becomes more difficult to capture and retain their interest through traditional media.

This behavior requires sports organizations to adapt. To maintain the emotional connection with young people, it is necessary to communicate in the digital ecosystem, with a language and formats capable of attracting and retaining Football consumers.

## Consumer distribution<sup>1</sup> by age group according to their preference for viewing sports content (2023)

|                | Highlights<br> | Complete Format<br> | Both<br> | No Preference<br> |
|----------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>Average</b> | <b>25%</b>                                                                                      | <b>36%</b>                                                                                           | <b>28%</b>                                                                                 | <b>11%</b>                                                                                           |
| <b>18-24</b>   | <b>34%</b>                                                                                      | <b>30%</b>                                                                                           | 25%                                                                                        | 12%                                                                                                  |
| 25-34          | 30%                                                                                             | 33%                                                                                                  | 26%                                                                                        | 12%                                                                                                  |
| <b>35-44</b>   | <b>28%</b>                                                                                      | <b>35%</b>                                                                                           | 27%                                                                                        | 10%                                                                                                  |
| 45-54          | 23%                                                                                             | 38%                                                                                                  | 30%                                                                                        | 10%                                                                                                  |
| <b>55+</b>     | <b>17%</b>                                                                                      | <b>43%</b>                                                                                           | 30%                                                                                        | 10%                                                                                                  |

**34%**

of sports fans<sup>1</sup> aged 18-24 prefer to follow matches via highlights

**30%**

of sports fans<sup>1</sup> aged 18-24 prefer to follow matches in their complete format

<sup>1</sup> The study covers active fans, defined as individuals who have interacted with sports content (from their preferred sports) in the 30 days prior to the study taking place  
Source: LaLiga Tech; Nielsen; YouGov

## Digital omnipresence

Fan experience is now not limited to traditional television broadcasting. The modern fan seeks to interact with Football on multiple channels and platforms, in a simultaneous and complementary way.

The proliferation of screens - television, *streaming*, *smartphone* and social media - has transformed the game into a simultaneous flow of content circulating through various channels. A consistent and engaging presence is therefore required at all points of contact.

Digital omnipresence includes several new formats. The growth of e-Sports and virtual football leagues is bringing together audiences who spend a large part of their time in digital gaming environments.

OTT platforms are gaining ground by allowing international competitions to be broadcast, extending the product's reach to previously inaccessible audiences; one example is MLS Season Pass, available on Apple TV, which has taken the US league to a global audience through a direct subscription model, dismissing traditional television operators.

OTTs reinforce the offer with on-demand and behind-the-scenes content that extends the experience beyond the 90 minutes, while new digital features, such as flexible subscription options with in-app, payments, monetize these interactions and deepen fans' attachment to Football. Although outside of football, the documentary series *Drive to Survive*, which takes a behind-the-scenes look at Formula 1, has shown a strong ability to mobilize the younger generations, especially Generation Z.

Mastering this multichannel approach ensures greater proximity to the modern fan, builds loyalty among a dispersed audience, including communities in the diaspora, and adds flexibility to the ecosystem.

# 41%

of sports fans watch sporting events **through OTT platforms** (2022)

# 47%

of younger fans follow content on **two screens simultaneously** (2022)



Apple TV has acquired the global broadcasting rights for the **MLS** until 2032



1/4 of Formula 1 fans became fans after watching the documentary series ***Drive to Survive*** (2025)

Source: New York Times; LaLiga Tech; Nielsen; Reuters

## Personalisation and data analysis for fans and performance

Data collection and processing has become a determining factor both for performance on the pitch and for how organizations relate to fans off it.

On a sporting level, coaching staff and scouting departments use analytics and artificial intelligence to optimize training sessions and assess players' performance. In Portugal, the FPF has implemented the Pixellot technology in more than 70 stadiums, making it possible to generate more than 4,000 statistical indicators per match, serving five competitions - Liga 3 Placard, Liga BPI, Liga Revelação and the men's and women's futsal Placard Leagues - with the aim of supporting the decision-making of the coaching staff.

Away from the pitch, the same analytical capacity allows us to know in detail the behavior and preferences of the fans: what content they consume, which teams they support, how often they go to the stadium or the type of interaction they have in the digital ecosystem. This information supports personalized and consistent experiences tailored to each profile, extending contact with Football and strengthening fans' emotional connection.

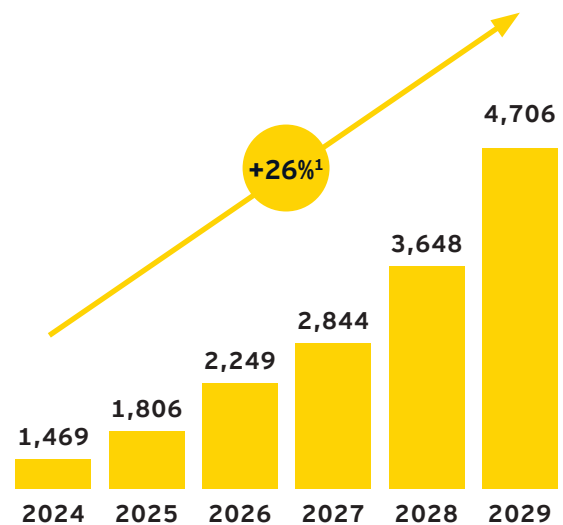
By basing strategic and commercial decisions on concrete data, the Football value chain is better able to offer experiences tailored to fans' expectations.

# 51%

of young fans consume match statistics while watching matches (2022)

### Growth projection for the Football global Sports Analytics market

(2024-29P, m€)



<sup>1</sup> Average annual growth rate  
Source: LaLiga Tech; Nielsen; Technavio

## Immersive gaming experience

Fans' expectations of the gaming experience are evolving, with a growing demand for more interactive and immersive forms of engagement.

Technologies applied in-game, such as VAR 2.0, advanced tracking systems and real-time statistics, promote clarity and provide objective metrics that deepen understanding of the match at every moment.

At the same time, augmented reality and virtual reality are creating new ways of following matches, making 360° experiences, personalized replays and a high level of immersion possible, even when watched remotely.

Gamification has established itself as a relevant tool for strengthening fan engagement, using mechanisms such as points, rankings or challenges to prolong interaction with Football. Fantasy leagues, score prediction games, quizzes or live voting during broadcasts are examples of formats that reinforce active audience participation.

This new landscape creates pace to strengthen the emotional connection with young, geographically dispersed audiences, expanding the possibilities for interaction.

# 59%

of Generation Z fans

# &

# 65%

of Millennials would be willing to pay to watch a match via VR in a seat of their choice of the stadium (2023)



THE NEMESIS METaverse

It became the first major league to broadcast a match live on the metaverse, between AC Milan and Fiorentina, on **The Nemesis** platform for the MENA region<sup>1</sup>

<sup>1</sup> Middle East and Northern Africa  
Source: Deloitte; LaLiga Tech; Nielsen



### 2.4.2. Centralisation of TV rights



#### Enhancement and greater control over the product

The new TV rights marketing model, scheduled to come into force in 2028-29, will bring Portugal into line with the best international practices already adopted in England, Spain, Germany, Italy and France.

Currently, broadcasting rights continue to be sold individually, which compromises the clubs' negotiating power and exacerbates financial asymmetries. In this context, centralized sales provide the conditions for the full enhancement of the audiovisual product.

Centralization is also a strategic response to the growth of digital piracy, which threatens the economic sustainability of the distribution model. By concentrating rights in a single entity, it becomes possible to strengthen control over broadcasting, take legal action against piracy platforms and implement more advanced tracking and blocking technologies, discouraging the use of piracy. Models such as those in the Premier League and LaLiga prove the effectiveness of this approach in preserving and projecting competitions at an international level.

For the national ecosystem, this change represents an opportunity to protect Portuguese Football and elevate it as a whole, positioning it on a level of greater global attractiveness.

# 90%

of European leagues  
negotiate audiovisual rights  
centrally<sup>1</sup>



FI



EN



IS



CH



SE



SI



HU



HR



DE



AT



RO



RU



DK



NO



IL



CZ



IT



BE



PL



BG



TR



NL



ES



SC



SK



FR



RS

# ONLY 3

European leagues negotiate  
audiovisual rights individually,  
including Portugal



PT



GR



CY

<sup>1</sup> FI - Finland; EN - England; IS - Iceland; CH - Switzerland; SE - Sweden; SI - Slovenia; HU - Hungary; HR - Croatia; DE - Germany; AT - Austria; RO - Romania; RU - Russia; DK - Denmark; NO - Norway; IL - Israel; CZ - Czechia; IT - Italy; BE - Belgium; PL - Poland; BG - Bulgaria; TR - Turkey; NL - The Netherlands; ES - Spain; SC - Scotland; SK - Slovakia; FR - France; RS - Serbia; PT - Portugal; GR - Greece; CY - Cyprus  
Source: *The European Club Finance and Investment Landscape* (UEFA), 2023

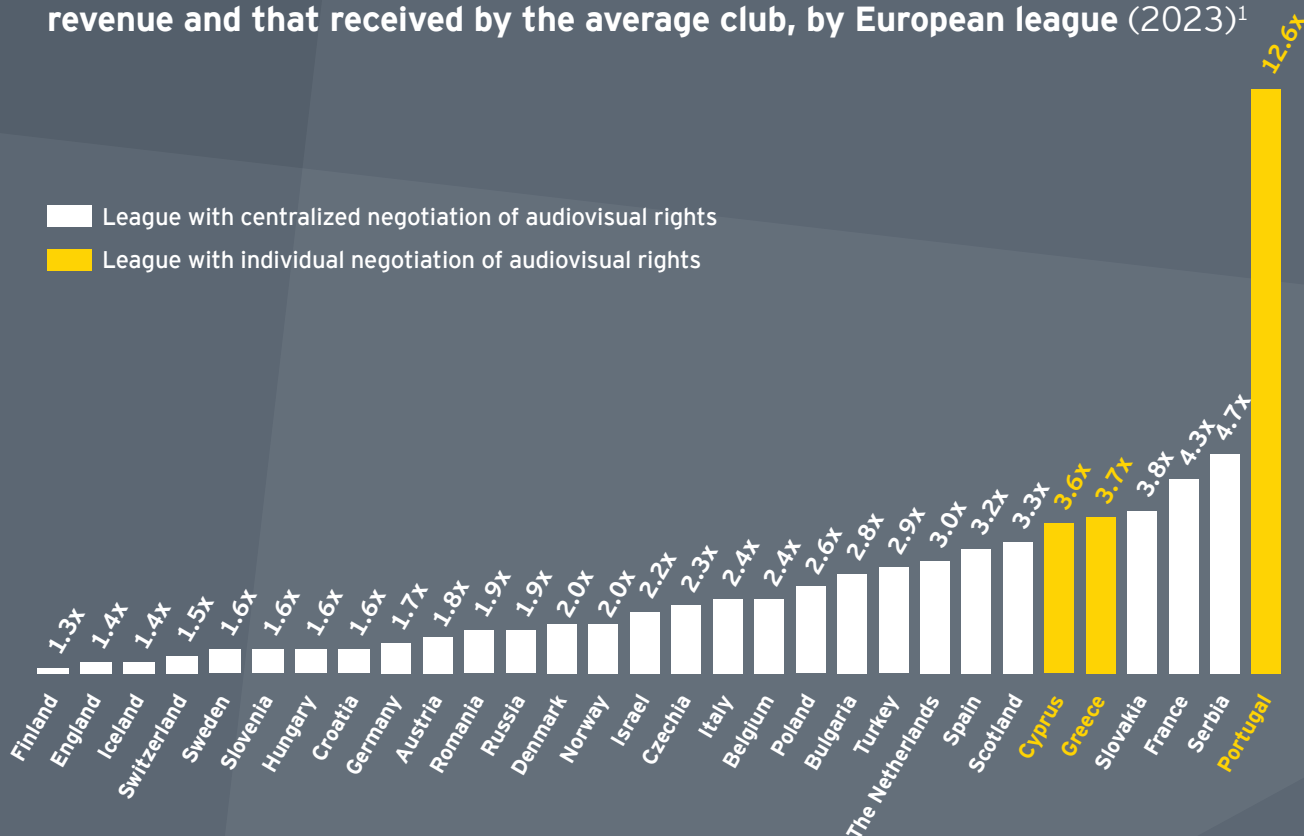
## More equitable distribution of income

The current individual sales model creates a significant disparity between Portuguese clubs. In this context, Decree-Law 22-B/2021, establishing the scheme for audiovisual rights centralization, is based on two main goals: Promote market competition and mitigate sporting imbalances. As identified by the Government, in 2021, when the law was passed, the highest earning sporting company received around 15x more than the average club - a substantial difference compared to countries like Spain or Italy, where this ratio was close to three and two times, respectively.

This inequality limits the investment capacity of many clubs, perpetuating structural imbalances in the competition. Given this context, the key to revenue sharing must take care of this asymmetry, ensuring a balanced model that reflects and values the contribution of each club. In this sense, it is necessary to improve the conditions of all clubs at national level, ensuring competitiveness at international level.

A more equitable distribution of revenues sets the basis for an increased resilience of sporting companies, allowing for an increased competitiveness at home and abroad.

## Ratio between TV rights revenue received by the club with the highest revenue and that received by the average club, by European league (2023)<sup>1</sup>



<sup>1</sup> The European Club Finance and Investment Landscape (UEFA), 2023  
Source: Portuguese Government



## Increased competitiveness and sustainability in football

The centralization of audiovisual rights has proved to be a decisive instrument in several European leagues for increasing the competitiveness of professional football.

By ensuring a more even distribution of revenue, clubs with less financial capacity are able to invest in training, attracting talent and modernizing their infrastructure, bringing their level of development closer to that of historically top-ranked clubs.

The centralized model also boosts the international value of rights by presenting a more attractive and competitive product for foreign markets, reinforcing the visibility of competitions.

On the other hand, the increased competitiveness is not limited to professional Football.

The example of the major European leagues demonstrates a commitment to the development of professional and nonprofessional Football, whether through cooperation protocols or legislative intervention. The Premier League, Bundesliga, LaLiga and Serie A are some of the competitions that donate part of the audiovisual revenue to national federations for the development of grassroots Football.

It will be up to the FPF and Liga Portugal, the bodies that oversee Football, to ensure that centralization may contribute to the sustained development of the entire Football ecosystem, namely by re-evaluating the current funding model.

### Benchmark of audiovisual rights revenues allocated to national federations (%)



3%<sup>1</sup>



3%<sup>2</sup>



2%



1%

1. The amount transferred is the result of a fixed amount agreed per season between the Premier League and the English FA; for the 2025-26 season the agreed amount represents around 3% of audiovisual revenue

2. It includes not only income from the marketing of audiovisual rights, but also from ticket sales

Source: Bundesliga; German Football Association; Spanish Government; Italian Government; LaLiga; Serie A, Expert Interview



### 2.4.3. Expansion of women's Football



#### Growing media visibility

The visibility of women's Football is expanding, evidenced by record audiences in international competitions and growing media interest.

The World Cup and European Championship finals now attract large global television audiences, a sign that this segment is conquering the media space. The 2023 World Cup was watched by two billion people around the world, from television audiences to on-line interactions. Of these, more than 900 million watched at least one minute of the Championship coverage.

In Portugal, the trend is the same. Free-to-air broadcasts are reaching peak viewing figures, surpassing the records of recent editions of major international tournaments. The national audience record for women's Football matches was achieved in the match between Portugal and Czechia, for qualifying for the 2025 European Championship, with around 900,000 spectators following the match live.

This development shows that women's Football is carving out its own space in the sports mainstream, on a path that should strengthen its sustainability and competitiveness in the coming years.



# c.1.4 billion

views of video content published on FIFA platforms as part of the 2023 Women's World Cup (held in Australia and New Zealand), seeing **305%** growth compared to the 2019 edition

# c.900 thousand

spectators - the record average audience for women's Football matches in Portugal was in the match between Portugal and Czechia, qualifying for the 2025 European Championship.

## Professionalisation and increased competitiveness

The growing visibility of women's Football has been accompanied by a consistent process of professionalization of competitive structures.

In recent years, leading clubs have systematically invested in creating and strengthening women's teams, raising training standards and the technical quality of competitions. In parallel with the clubs' growing investment, the FPF also invested during the 2025-26 season, namely by creating a department specifically dedicated to the development of women's football, futsal and professional football, reinforcing the strategic priority of the sport.

On a global scale, competitiveness has increased significantly, driven by greater investment and sponsorship (e.g., the value of sponsorship at the 2023 Women's World Cup was three times higher than in 2019).

In Portugal, all matches in the Portuguese women's first division are now played on natural grass pitches, a quantum leap in playing conditions.

The results are starting to show: The National football Team has reached 22nd place in the FIFA ranking, made its debut at the World Cup (2023) and ensures regular presence in the final stages of the European Championship. At the same time, the women's National beach football team won the European title. Finally, the women's National futsal Team reached the final of the first World Cup in the history of the sport, reinforcing Portugal's international reputation

and demonstrating the consistent competitive growth in the different aspects of the game.

At a club level, the 2025-26 season will mark the first participation of three Portuguese teams in the Champions League<sup>1</sup>.

Keeping up this pace, women's Football is moving towards professionalization, asserting its own identity on the sporting scene.



**#22**  
**Fifa**  
**ranking**

The amount of sponsorship for the 2023 Women's World Cup was **3** times higher than in 2019



**LIGA BPI**

**4/10**

of BPI League teams in Portugal are professionalized<sup>2</sup>

<sup>1</sup> Includes the qualifying stage

<sup>2</sup> Professionalized team means athletes with contracts and support structure (communication, medical, technical, administrative) 100% dedicated  
Source: UEFA; FIFA; FPF

## Strengthening the grassroots

The most profound transformation in women's Football can be seen at the grassroots, where the number of federated players in Portugal has more than doubled in less than a decade, with the Under-11 level seeing the most significant growth.

These developments show that players' first contact with football, in its various guises, is taking place at an increasingly early age. As a result, the talent base becomes broader and more diverse, creating better conditions for long-term competitive sustainability.

This movement is driven by the creation of more women's teams and the adaptation of infrastructures, including the inauguration of the first stadium dedicated exclusively to women's Football in Portugal. At the same time, the affirmation of pioneering figures in traditionally male domains stands out, from coaching staff to high-performance refereeing, increasing the visibility and legitimacy of women's Football throughout the ecosystem.

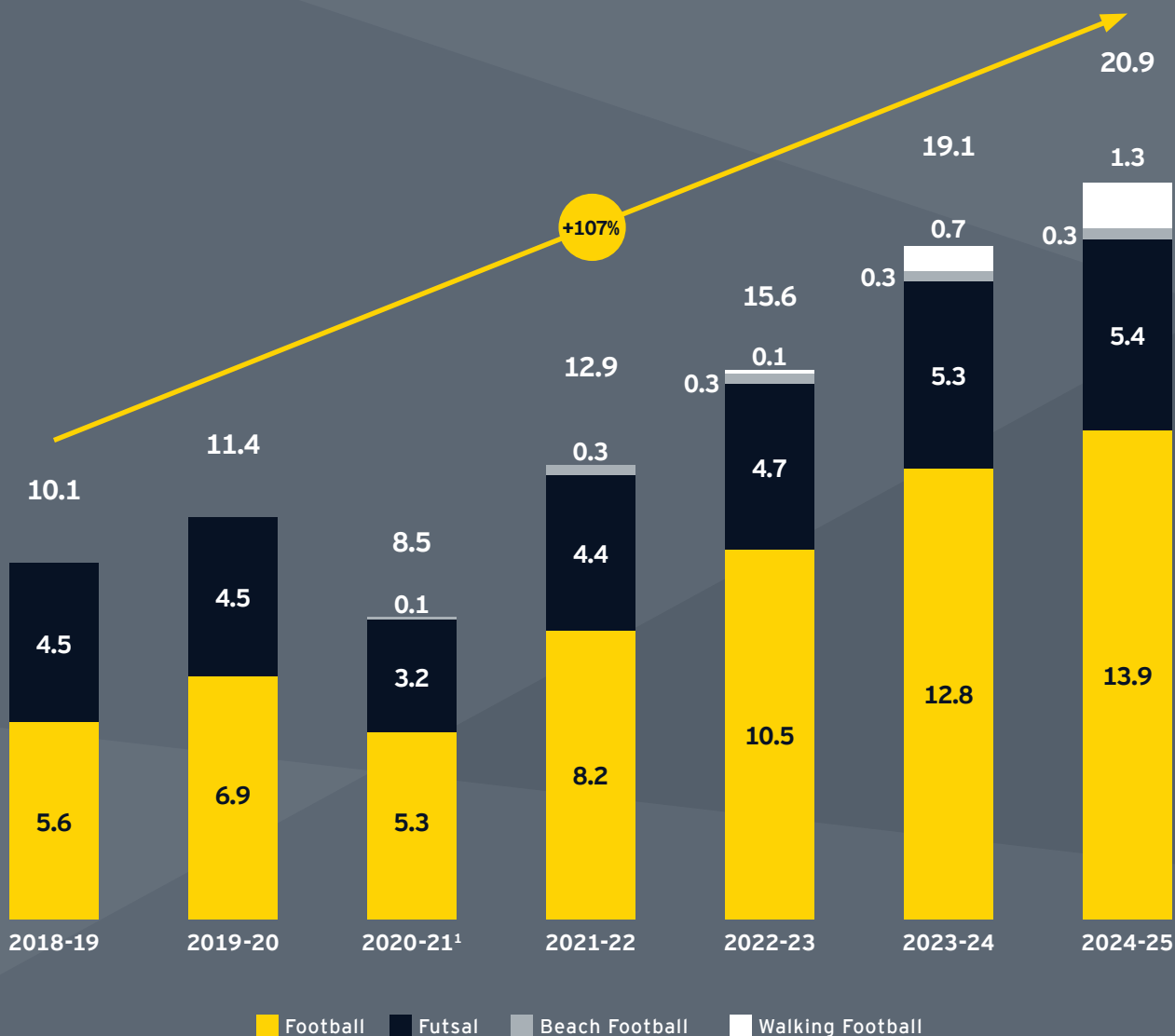
The development seen in Portugal is part of a wider movement to transform women's Football on an international scale, with the number of players increasing by 150% in France since 2019 and 95% in Spain.

Besides democratizing access to sport, this expansion strengthens the diversity of talent available, raises the technical level of the championships and helps consolidate women's Football as a strategic pillar of the sports ecosystem.

Despite the progress made, women's Football is still in the growing phase. Significant challenges remain in terms of investment, competitive conditions, professionalization and the social appreciation of the sport, which require a coordinated and continuous effort from all the actors in the ecosystem so that equal opportunities and recognition become an effective reality, balancing out with men's Football in terms of structural, media and economic maturity.



## Evolution in the number of federated players by sport (thousand players, 2018-19 to 2024-25)



<sup>1</sup> Year of COVID-19  
Source: FPF



## 2.4.4. Responsibility and integrity in the Football industry



### Circular economy in events and infrastructures

Environmental sustainability has taken center stage in modern Football, transforming the way major competitions are planned and infrastructures are designed and managed.

Historical consumption patterns in the sector, marked by short resource use cycles and high volumes of waste, have become incompatible with today's demands for environmental efficiency and responsibility towards fans and society.

Social and regulatory pressure is accelerating the adoption of a circular economy logic, based on the principles of reducing, reusing, recycling and recovering resources throughout the events cycle.

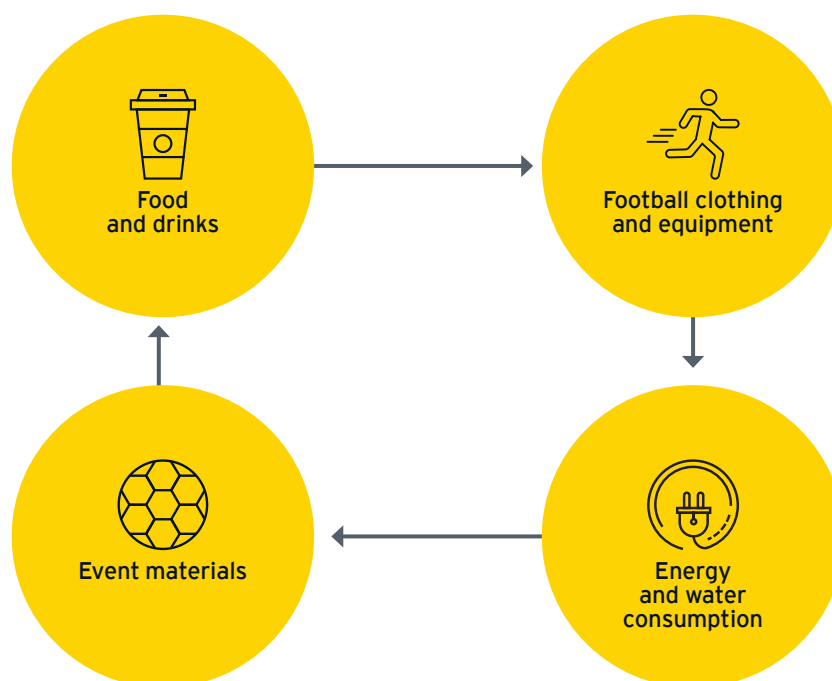
In 2023, UEFA published guidelines that set clear priorities for more sustainable competitions: Efficient energy and water management, waste reduction in food consumption, choice of eco-friendly materials and responsible merchandising.

The European Union has been imposing new environmental requirements with an impact on Football, in particular the progressive ban on synthetic infill with micro-plastics. This measure has a direct impact on sports venues, requiring them to be replaced with more sustainable materials.

In the medium term, it is expected that major tournaments will no longer represent a heavy ecological footprint and will become examples of sustainability for other industries.

This path reinforces the legitimacy of Football, positioning it as a benchmark for environmental innovation and meeting the expectations of fans and partners for a more responsible sport.

#### UEFA's focus areas within the circular economy



## Enhancing transparency and integrity

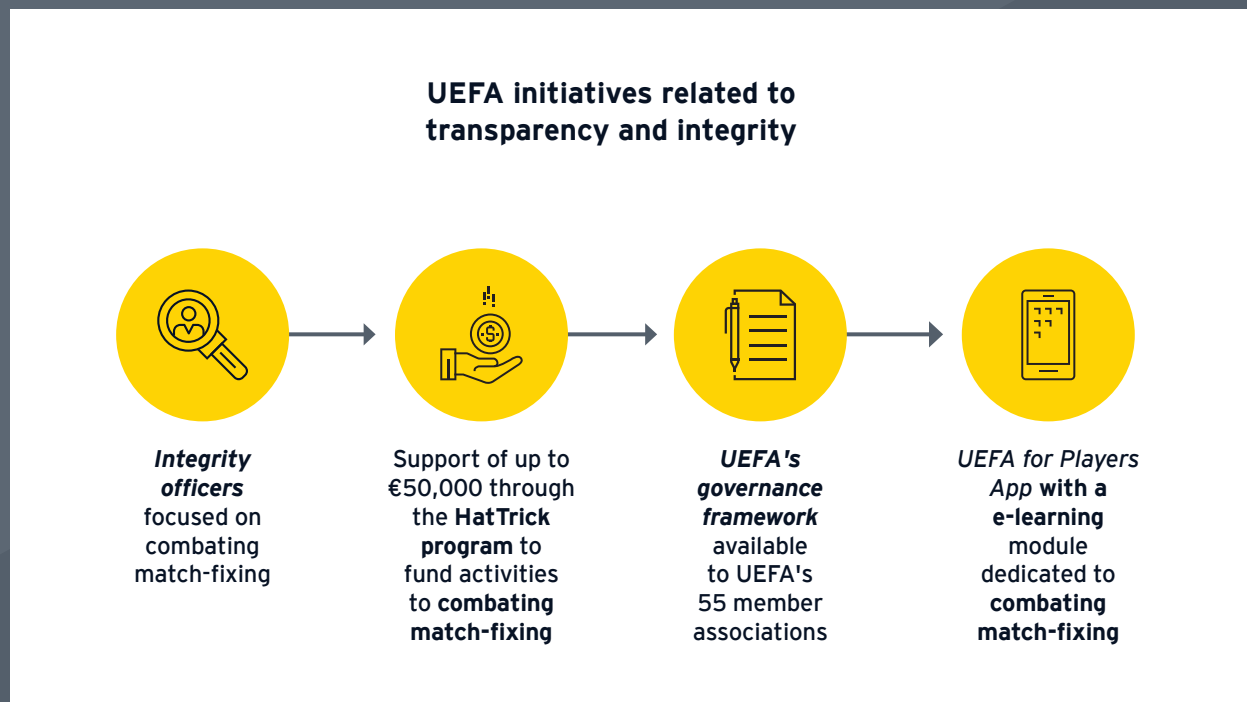
Football's credibility is also assessed by the way decisions are made and principles of good governance are applied.

The demand for transparency in internal processes and clear ethical standards has become central to meeting the expectations of fans, partners and institutions, fostering trust in Football management.

In recent years, international bodies such as FIFA, UEFA and various European leagues have raised governance standards by implementing compliance programs, stricter capital verification rules and reporting systems that increase the traceability of operations.

Within this framework, the regulation of agents' activities has become a priority issue, with new licensing and supervision mechanisms designed to prevent conflicts of interest and ensure greater transparency in negotiations.

Consolidating these practices is crucial to sustaining an ecosystem based on the trust, credibility and legitimacy of Football.



Source: FIFA; UEFA

FPF · ASSEMBLEIA GERAL



## 2.4.5. The 2030 World Cup as a strategic accelerator

### Brand amplification and global visibility

The award of the 2030 World Cup to Portugal, Spain and Morocco represents a unique opportunity for the Portuguese Football ecosystem.

This is one of the biggest sporting events on a global scale, and its staging in Portugal will strengthen Portugal's reputation as an international benchmark in Football, projecting its image beyond traditional borders.

More than a tournament with a global dimension, the 2030 World Cup should be seen as a strategic platform for the sustained development of the sport, acting as a catalyst for economic and sporting transformation.

The competition will be a privileged showcase for national talent - players, coaches and coaching staff - while at the same time strengthening the global appeal of the Portugal brand, consolidating the competitive status of Portuguese Football in the medium and long term.

## The 2030 World Cup



Organising federations

**48**

national teams

**+20<sup>1</sup>**

stadiums

**104**

matches

<sup>1</sup> Three stadiums were selected in Portugal to host matches for the competition  
Source: BBC; FIFA



## Innovation platform for fans and infrastructures

The 2030 World Cup will create unique conditions for introducing and scaling new immersive experiences in Football consumption.

Emerging technologies such as augmented reality, virtual reality and the metaverse will allow fans to take part in an immersive matchday experience, whether at the stadium or at home.

At Qatar 2022, FIFA launched the FIFA+ Stadium Experience, a solution that allows fans in the stadium to use the app to follow the match with an augmented reality overlay that includes real-time statistics, different camera angles and VAR replays, demonstrating the potential of digital experiences.

In this sense, the hosting of the World Cup should adopt a fan-centric logic, promoting co-creation

processes with fans, exploring features in fan zones, within an open and iterative innovation model. The aim is to establish a new global standard of engagement with fans, capable of generating replicable knowledge in national competitions in the post-2030 period.

Alongside this technological transformation, a significant impact is expected in terms of infrastructure. This movement should include the upgrading of training centers and academies, creating better conditions for talent development.

This opportunity is therefore an engine for raising operating standards and redefining the way Football is lived in Portugal, leaving a lasting legacy for the entire national competitive ecosystem.

## Case studies of innovation in recent events



Augmented reality experience for fans with the **FIFA+ Stadium Experience**



**Body cameras** used by referees



Images of the referee's decision review **live on the giant screens**



The Connected Ball Technology, which contributes to the VAR's decision-making process

Source: FIFA; UEFA

The market trends identified are not just external trends: They are structuring variables that should guide the definition and strategic prioritization of the FPF. The digital transformation and behavioral transformation of fans, the centralization of TV rights, the expansion of women's Football, the growing demand for responsibility and integrity and the 2030 World Cup are redefining the context in which the FPF operates and directly influencing how it generates value for Portuguese Football.

Integrating these trends into the strategic development ensures that the Plan responds not only to the challenges of the present, but also to the opportunities and risks that will shape the next decade.



# 3

Strategy  
2024-36





Observing the recent context of Portuguese Football shows an evolving FPF, at the center of a demanding and changing framework, subject to complex internal challenges and external forces that influence the ecosystem in which Portuguese Football develops. This picture highlights the need for a structured strategy capable of answering consistently to the demands of the next decade.

**The strategy now being presented is the result of an integrated analysis of the reality of Portuguese Football, combining the forces for change identified, the FPF's long-term ambition and an extensive process of consultation with members, partners and other stakeholders in the ecosystem. More than an internal exercise, it is an articulated response between context, ambition and collective contribution, aimed at sustaining the development of Portuguese Football.**

### **The architecture that organises the strategy**

The strategic architecture of a plan is fundamental because it provides a clear structure that guides all stakeholders towards their common goals.

Created from a sequential perspective, the FPF's strategic architecture defines a transparent structure of action that has the FPF's desired vision at its top, unfolding into the axes, goals and measures aimed at realizing that vision. To guarantee its implementation, the strategy is also supported by a solid financial structure that will speed up the materialization of the measures and their translation into concrete results, measurable through impact indicators.





## Strategic Identity

- Vision
- Mission
- Values



## Strategic Axes and Goals

- Lines of action that guide
  - the FPF's positioning and priorities
  - during the period in which
  - the strategic plan is in force
- Specific goals to be realized, translated into clear and measurable results that the FPF aims to achieve in each strategic axis



Impact Indicators



## Measures

Measures to be implemented to ensure the realization of the desired strategic axes and goals



KPIs

### The importance of financial resources for the strategy

No strategy, no matter how ambitious and well-designed, can be executed without adequate financial resources. Funding is the essential prerequisite for activating all the other resources – human, technological, material – that underpin the implementation of the plan. Without financial investment, the ability to turn intentions into results is severely limited, even if skills, ideas and will are present.



## FPF funds and financial support

The implementation of the FPF's Strategic Plan has a decisive accelerator: (i) the existence of funds and financial support originating from the positive results of the financial year and approved by the FPF General Assembly and (ii) the forecast of creation of new funds and financial resources to support and speed up the implementation of the measures.

These mechanisms ensure that the strategy has all the necessary means to generate impact.

Rather than one-off initiatives resulting from the FPF's budget, funds and financial support are designed to offer stability and continuity, allowing for greater predictability and planning on the part of Football actors. This approach ensures the FPF's commitment to implementing the strategy and reaffirms its mobilizing role, guaranteeing that clubs, associations and other partners are in a position to lead the transformation in their communities.

### Lines of action of the FPF's Funds and Financial Support

#### Main Areas

-  Infrastructures
-  Competitions
-  Training and Capacity Building
-  Inclusion

#### Main Recipients

-  Clubs
-  ADR
-  Professional Bodies
-  Sports agents  
Referees, Managers, Coaches,  
Players, Clinical Staff

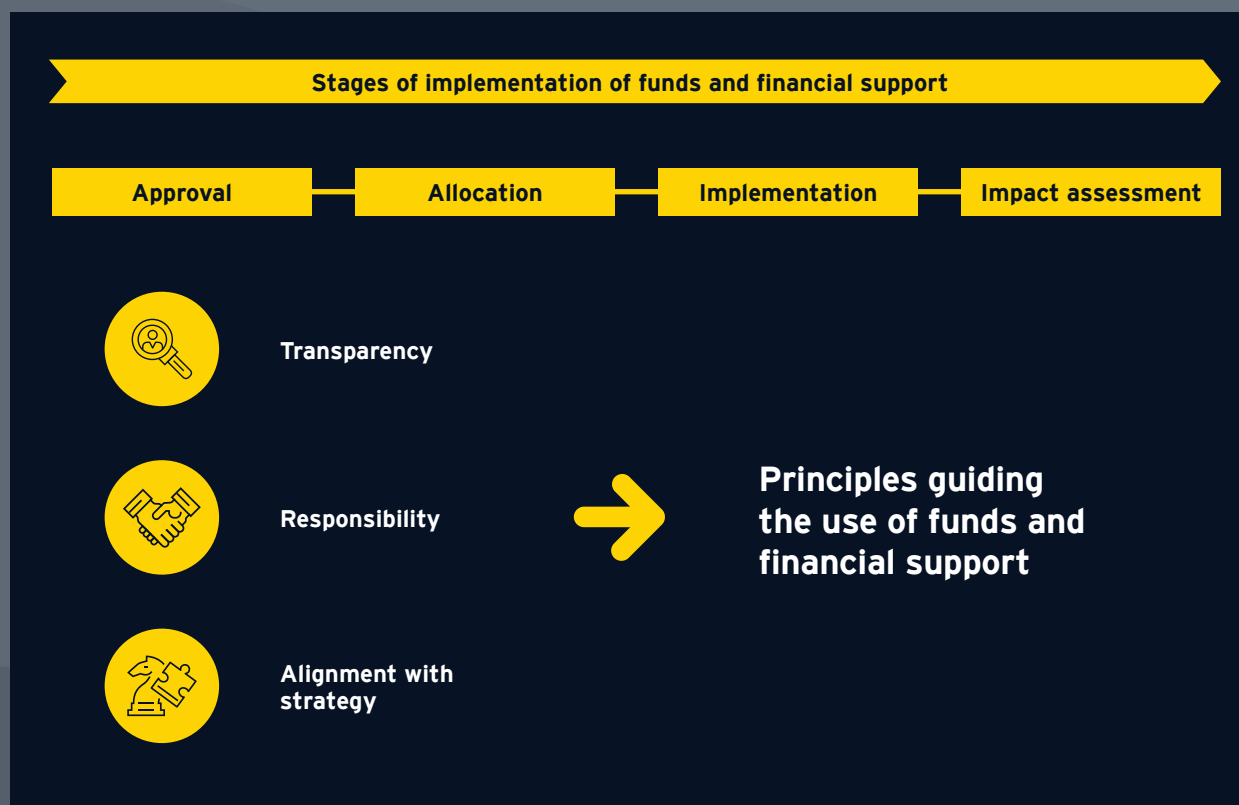
## Eligibility and evaluation criteria

The management of FPF funds and support is guided by strict strategic principles, which ensure that they are allocated in a transparent, equitable and results-orientated manner.

The eligibility criteria defined for each support will be intrinsically aligned with the challenges and objectives of the Strategic Plan, ensuring that resources are applied to projects with a relevant impact on Portuguese Football.

This process will be complemented by monitoring and impact assessment mechanisms, with the criteria being periodically reviewed based on the evolution and monitoring of the Strategic Plan itself, in order to maintain the timeliness, relevance and effectiveness of each financial instrument in the FPF ecosystem.

To ensure that the funds and financial support actually meet the challenges identified and contribute to achieving the strategic goals set, the FPF will also establish a rigorous set of transparency and control procedures. These mechanisms ensure that resources are used exclusively for their intended purpose, promoting responsible and effective management for the benefit of the Football industry.





### **3.1.** Strategic Identity

**strategic identity**

## Vision

### Being the Football Nation

Ambition fueled by the talent gene of a united community, inspired by the history and passion of the Portuguese for Football

## Mission

### Inspiring Portugal and the World

Football as a driver of social development, in a strategy guided by excellence in governance, which will preserve the essence of the game as a legacy for future generations

## Values



**Excellence**



**Transparency**



**Opening**



**Respect**



**Inclusion**



**Innovation**

### **3.2. Strategic Axes, Impact Indicators and Strategic Goals**

## **The strategic axes**

**One plan, 10 axes, a shared vision for the future of Football**

The FPF's strategic plan is structured around **10 priority axes** that reflect ambitions and address the challenges facing Portuguese Football. Each axis represents an essential dimension of the ecosystem – from governance to refereeing, from sports justice to the financial sustainability of clubs, from international affirmation to the enhancement of the FPF brand.

These axes guide the actions of the FPF and all its partners, with clear goals and concrete commitments. These are the starting point for strengthening competitiveness, the credibility of competitions, valuing Football actors and consolidating Portugal as a global benchmark in the hosting, innovation and promotion of Football.

1

A new era of governance

2

A revolution in refereeing

3

Discipline and justice reform

4

Sustainability and competitiveness in Football

5

FPF brand projection

6

Knowledge and innovation platform

7

The 2030 World Cup

8

From grassroots to excellence national teams

9

The affirmation of Women's football

10

A Federation at the service of the community

In order to guarantee the implementation of the strategy and the realization of the ambitions set in each of the 10 axes, **the FPF has established a set of impact indicators** that make it possible to objectively assess the results achieved.

## Impact Indicators

# 1

A new era of governance



Implementing the new FPF governance model

By 2025

Obtaining certifications in Anti-Corruption Management, Quality and Information Security

By 2026

Reformulating the protocol with ADR

By 2026

Renegotiating the protocol with Liga Portugal

By 2028

Reformulating the protocol with Professional Bodies

By 2028

# 2

A revolution in refereeing



Creating the External Professional Arbitration Body

By 2028

Ensuring the presence of at least one professional member on the Arbitration Council of each ADR

By 2028

Tripling the number of referees to 13,000

By 2036

Intermediate Targets



# 3

Discipline and justice reform



Presenting the proposal to change the sports justice model

By 2028

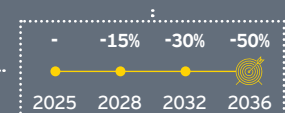
Establishing metrics for evaluating the soundness of disciplinary sanction decisions

By 2028

Halving the average decision time for cases in the professional section and the nonprofessional section

By 2036

Intermediate Targets



# 4

Sustainability and competitiveness in Football



Increasing support for nonprofessional football by implementing a new funding model

By 2028

Presenting a proposal to change the competitive frameworks

By 2028

Presenting the Government with a proposal to reduce contextual costs in the areas of tax and insurance

By 2028

# 5

FPF brand projection



Maintaining the status of the world's most-followed national team on social media

Between 2024 and 2036

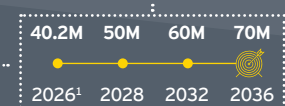
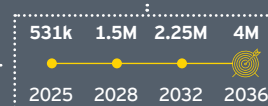
Increasing the number of fans registered in the Portugal+ program to four million

By 2036

Reaching €70M in sponsorship, licensing and merchandising revenues

By 2036

Intermediate Targets



6

Knowledge and  
Innovation platformCarrying out the first  
Portuguese Football Census

By 2028

Founding the  
Football University

By 2036

7

The 2030 World Cup

Certifying 2030 World Cup  
as a sustainable event

By 2030

Ensuring the economic  
feasibility of the event

By 2030

To be recognized by FIFA with  
excellence evaluation in the  
hosting of the World Cup

By 2032

8

From grassroots to  
excellence national  
teamsReaching 1st place in the FIFA  
World Football Ranking

By 2036

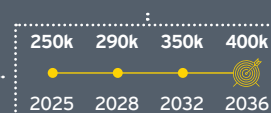
Winning an international senior  
men's football competition<sup>2</sup>

By 2036

Reaching 400,000  
registered practitioners

By 2036

Intermediate Targets



9

The affirmation  
of Women's  
FootballProfessionalizing the Women's  
Football League, ensuring  
that it is integrated into  
a professional structure  
dedicated to its management

By 2036

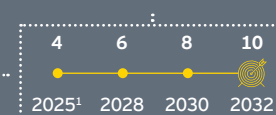
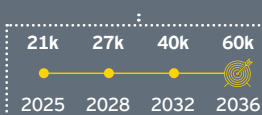
Reaching 60,000 female-  
registered practitioners

By 2036

Professionalizing all the  
teams in the Women's Football  
League

By 2036

Intermediate Targets



10

A Federation at  
the service of the  
communityCreating the  
FPF Foundation

By 2025

Having all ADR and  
Professional Bodies with a  
defined  
social and environmental  
responsibility strategy

By 2028

Carrying out at least one  
transformational social and  
environmental responsibility  
project for the ADR and  
Professional Bodies in each  
strategic cycle

Between 2028 and 2036

<sup>1</sup> Budgeted amount for the 2025-26 season<sup>2</sup> European Championship or World Cup

# 1

## A new era of governance

### Uniting Football in a Federation of all and for all

Governance is a cornerstone of how the FPF and Portuguese Football as a whole operates and there is a lot of room for improvement, requiring greater representation, professionalization and openness.

The gap from local realities and the limited participation of stakeholders reflect a decision model that is not very inclusive. At the same time, opportunities exist to strengthen the professionalization and operational capacity of actors, including valuing the benevolent manager, whose dedication is critical to the day-to-day running of the ecosystem. This development not also involves skill improvement but also assesses the possibility of amending the Statute for Sports Managers on a Voluntary Basis, which will allow for more efficient management of resources and encourage the adoption of positive changes.

At the level of the FPF, there is also room to strengthen transparency mechanisms, both in decision-making and in the management and allocation of financial resources, which will help to increase clarity and strengthen trust between the different actors.

Given this framework, the FPF is committed to implementing a modern and collaborative

governance model, based on decentralization of competences and inclusion. This model will include spaces for active participation, such as the committees forum, aimed at bringing actors closer to the decisions that affect the Football community.

The strategy also involves better training for managers and structures, creating, for example, programs focused on developing the staff of ADR and Professional Bodies, such as the implementation, in conjunction with ANEDAF, of a qualification and certification system for human resources that are essential for ensuring the health and safety of sports agents. By speeding up processes and making better use of resources, it will be possible to build a more sustainable Portuguese Football that is prepared to meet future challenges.

Everything is based on an essential principle: Consolidate a culture of ethics, integrity and transparency, strengthening the trust of fans, clubs and institutional partners. To lead is to set an example, and the FPF is committed to doing this by adopting good governance practices that are certified and recognized as a benchmark for the whole of national sport.



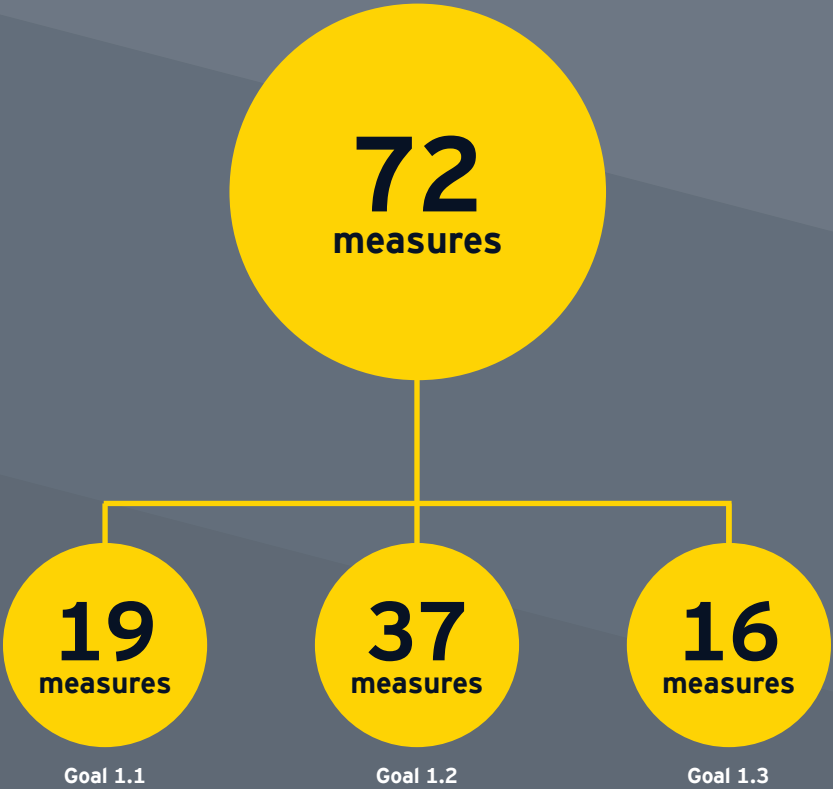
The strategic goals

The ‘A New Era of Governance’ axis is made up of three strategic goals:

- 1.1. Strengthening the representativeness and unity of all Portuguese Football actors
- 1.2. Professionalizing the stakeholders and structures that support Portuguese Football
- 1.3. Promoting a culture of ethics, transparency and integrity

How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by 2036:



## Main themes addressed by the 1st cycle measures

The measures defined for the **A new era of governance** axis aim to strengthen modern, transparent and integrated governance that aligns all the Portuguese Football stakeholders **around a common strategy**.

**1**

### **Governance Model**

Reinforcement of the FPF's institutional architecture by activating the Committees provided for in the Statutes and creating new advisory bodies, ensuring better strategic support for the Board of Directors and greater participation by members and stakeholders in decision-making. At the same time, the FPF's operational structure will be reorganized and optimized by separating sports management from business activity, concentrated in the FPF Group companies, in order to increase efficiency and execution capacity.

**2**

### **Relations with ADR, Professional Bodies and Liga Portugal**

Reinforced coordination with ADR, Professional Bodies and Liga Portugal, through knowledge-sharing and the creation of staff training programs. Alongside this greater representativeness, there are also plans to re-evaluate financial support and decentralize competences, thereby increasing members' responsibility and involvement.

**3**

### **Integrity, transparency and ethics**

Consolidation of an integrity ecosystem that involves training, prevention and transparency in an integrated manner. This ecosystem will be supported by comprehensive training programs and awareness-raising campaigns aimed at all stakeholders, strengthening literacy on integrity issues. In addition, cooperation with ADOP<sup>1</sup> and CNaiD<sup>2</sup> has been strengthened with the aim of sharing knowledge on integrity. In the same vein, there are plans to step up the fight against piracy in order to protect official competitions and content. In addition, the aim is to increase transparency in the Reports and Accounts, including the disclosure of the remuneration policy, in order to encourage all partners to adopt high standards of reporting.

**4**

### **Processes, technology and talent**

Modernization of the organization's critical processes, supported by advanced technological solutions such as SCORE 2.0 and the provision of self-service platforms analytics with dashboards for all FPF and ADR departments. In addition, there are plans to improve the supplier assessment process in order to mitigate the reputational risks associated with potential partnerships. At the same time, a robust strategy for attracting and developing talent will be implemented, based on participation in university fairs and the creation of an internship program for recent graduates and university students.

<sup>1</sup>Portuguese Anti-Doping Authority

<sup>2</sup>National Council for Sports Integrity



## 2

## A revolution in refereeing

### Refounding and dignifying through professionalisation

Refereeing is currently going through a scenario characterized by a shortage of referees that doesn't keep up with the needs of national competitions.

The overload of active referees jeopardizes the quality of decisions on the pitch and affects motivation to pursue a career, making it difficult to attract and retain new talent. The lack of a continuous and structured development model exacerbates this situation, preventing refereeing from being an attractive and sustainable career option. This scenario puts pressure on the entire Football landscape, potentially jeopardizing the playing level competitiveness and making it difficult to build a culture of respect and credibility in competitions.

In order to guarantee a more solid and respected refereeing, a structural transformation is needed. At the heart of this transformation is a new approach to the organization of refereeing, with the implementation of the National Arbitration Plan and the creation of an independent External Professional Body. These instruments will strengthen processes efficiency and increase transparency, guaranteeing greater autonomy.

The answer to this scenario also involves reversing referees shortage, especially at youth level, by creating conditions to attract new talent and ensure its retention. These conditions include restructuring the access and career development frameworks for referees. It is also essential to recognize the central role of referees in the sporting spectacle, ensuring better professional conditions, including their safety on the pitch and their humanization off it, for example through programs on refereeing on Channel 11 (Canal 11). At the same time, the increase of continuous training and technical

specialization, supported by innovative technological solutions, will allow to raise the quality and consistency of refereeing.

This path is crucial to reducing the gap between the game's actors and consolidating this issue as a credible and respected axis within the Portuguese Football industry.



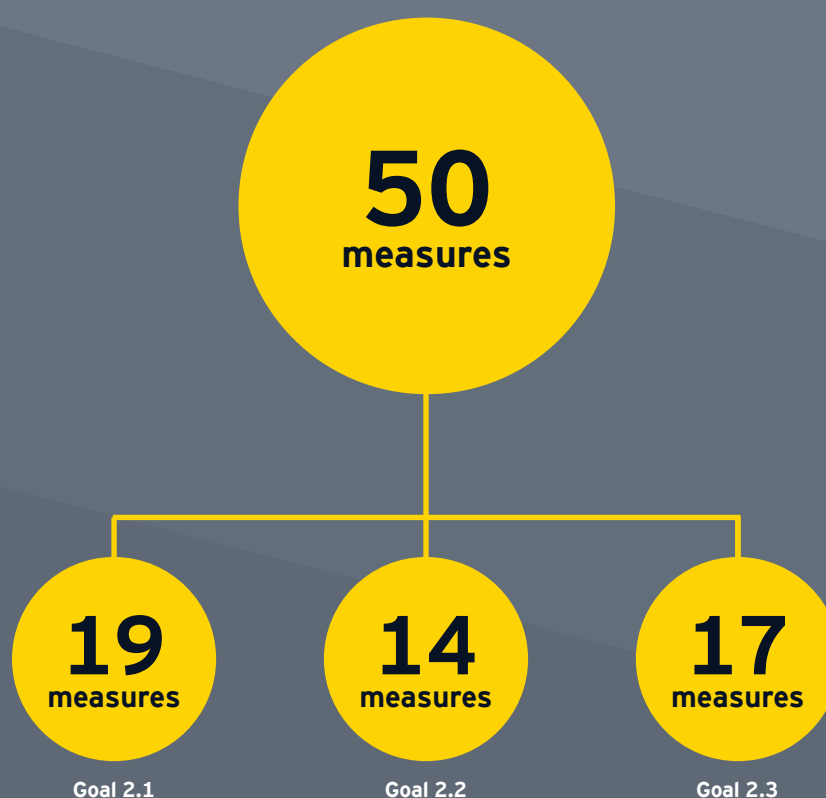
## The strategic goals

The 'A revolution in refereeing' axis is made up of three strategic goals:

- 2.1.** Affirmation of professionalism in Refereeing, through the National Arbitration Plan
- 2.2.** Recruiting, retaining and enhancing talent in arbitration
- 2.3.** Increasing continuous training, technical specialization and technological innovation

## How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **A revolution in refereeing** axis aim to modernize the structure and management of refereeing, strengthen the technical quality and safety of referees and make the career of refereeing more attractive and professional.

**1**

### **Arbitration governance**

Creation of the National Arbitration Plan and redefinition of the technical structure competences, by separating the administrative management of arbitration from the technical management. This new structure will be underpinned by the establishment of a National Refereeing Technical Director, responsible for the technical aspects, and replicated at district level with District Technical Directors.

**2**

### **Training and attracting talent**

Implementation of a structured training program in refereeing, supported by a professional coaching staff that monitors referees on a daily basis and by the standardization of training content at national level. The plan will include measures to reinforce the physical safety of referees and to humanize the figure of the referee. Recruitment activities will also be carried out from an early age and protocols with Vocational Schools and Universities will be strengthened with the aim of integrating refereeing modules into Sports courses.

**3**

### **Career development**

Renovation of the refereeing staff, with a review of the promotion criteria, ensuring greater transparency and balance between ADR, as well as the updating of the development system and the implementation of retention mechanisms to prevent talent loss. It is also planned to extend psychological support, guaranteeing access to all referees, and to raise awareness of the competent bodies to make it possible for former athletes to transition to the AVAR role, as well as to assess the possibility of refereeing actors working on a commission basis.

**4**

### **Technological innovation**

Implementation of advanced technology, ensuring processes standardization and strengthening innovation-oriented international cooperation. The Referee Innovation Centre will be set up, positioning the FPF as a driving force behind international forums for sharing and technological development in refereeing. It is also planned to implement the semi-automatic offside model in matches at the top level of competition.



## 3

## Discipline and justice reform

### Ensuring efficiency, competence and credibility

The sports justice system has limitations that affect the effectiveness of decisions and the credibility of the system.

The length of time it takes to resolve cases and the multiplication of appeal instances create blockages to the speed that the system is intended to guarantee. These challenges partly reflect a Disciplinary Board that is currently at a development stage in terms of professionalization, with non-exclusive members and a response capacity that could be improved to be effective in a timely manner. Regarding the Court of Arbitration for Sport (CAS), its legal framework, created as the final instance of sports justice, is conditioned by the possibility of appeals to administrative courts, raising questions about the current model.

Taking into account this scenario, the FPF is committed to a two-pronged transformation. Internally, the specialization of the Disciplinary Board will be strengthened by introducing a technical structure capable of responding more quickly to requests from the sporting ecosystem. This structure will be supported by the introduction of an Operational Manager for discipline, responsible for monitoring procedural deadlines and issuing periodic reports.

Externally, the FPF will present proposals for a legal model that is more agile and adjusted to the specificities of sport, in liaison with the Government, the CAS and the other stakeholders.

The CAS functioning review, namely its autonomy and role as a final body, will be a central point of this proposal.

Building a faster sports justice system is a prerequisite for a more efficient system.



### The strategic goals

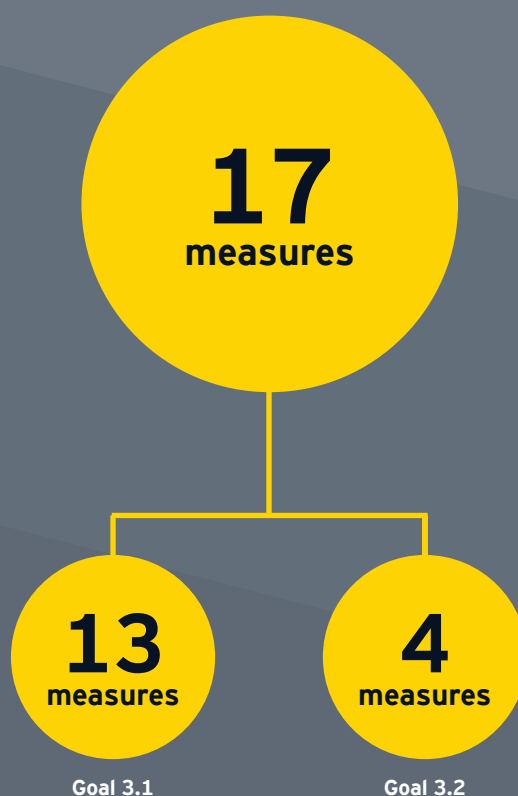
The 'Discipline and justice reform' axis is made up of two strategic goals:

- 3.1.** Professionalizing and strengthening the independence and speed of sports justice in the federative sphere
- 3.2.** Raising awareness of the political authorities to the structural reform of the national sports justice system

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### How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **Discipline and justice reform** axis aim to make it faster, more transparent and more credible by strengthening internal organization, the ethics of justice bodies and the quality of regulations.

**1**

### **Structure and operation of the discipline**

Creation of a Disciplinary Operational Manager, with powers to monitor procedural times and draw up periodic activity reports, supported by a structure increasingly professional and dedicated to the operation of the Disciplinary Board. At the same time, the aim is to strengthen the autonomy between the investigating bodies and the decision-making bodies of the Nonprofessional Section of the Disciplinary Board, ensuring transparency and impartiality throughout the disciplinary process.

**2**

### **Ethics and regulatory transparency**

Implementation of a Code of Ethics for justice bodies and creation of its own Press Office, enhancing institutional communication transparency and quality. Quarterly reports will be published on the Disciplinary Portal and the mechanisms for clarifying regulatory doubts will be enhanced, guaranteeing faster and more consistent responses to the various sports agents. A Study Office dedicated to analyzing and continually reviewing Federative Regulations will also be set up, with the aim of ensuring greater regulatory coherence and procedural efficiency.

**3**

### **Reforming the sports justice model**

Implementation of a process to reform the sports justice model, by promoting a wide-ranging debate on the CAS and its roles, with a view to speeding up disciplinary decisions and raising Government awareness to reducing procedural costs. The creation of a working group is also foreseen, responsible for presenting legislative proposals to make sports justice faster, fairer and more accessible. It will also monitor and propose revisions to the system for combating violence, racism, xenophobia and intolerance at sporting events.



# 4

## Sustainability and competitiveness on Football

### Ensuring the ecosystem's financial and sporting soundness

The financial sustainability of Portuguese Football faces challenges that limit the ability of sports to grow.

Contextual costs, such as taxes (VAT, personal income tax, corporate income tax) and insurance premiums, consume essential resources, limiting the investment capacity of sports structures. This pressure is aggravated by the need to review the current funding model for Portuguese Football.

In addition, other challenges remain, such as the configuration of competitions and the availability of infrastructure. The mismatch between competitive frameworks and the economic reality of many clubs - with expensive travelling and overloaded calendars - intensifies the pressure on limited budgets. As far as infrastructure is concerned, the lack of accurate mapping of the network, combined with the obsolescence of many facilities, limits access to sports.

Faced with these challenges, the FPF is committed to supporting its members in initiatives aimed at strengthening financial resilience, such

as, for instance, applications for EU funds or support for nonprofessional Football resulting from income from audiovisual rights centralization. This effort must be accompanied by measures to reduce the contextual costs that burden clubs and associations, using political leverage.

Ensuring adequate infrastructure is also becoming increasingly urgent. In this sense, the identification and mapping of sports venues will be essential to kick-start this modernization process. This is the only way to ensure that the needs of sports facilities are met at local and regional level.

In a context of increasing competitive demand, it is essential to reinforce the athlete's protection, mitigating the impact of frequent travelling and intense schedules, which have a high impact on their health and performance. In this sense, the recast of competitive frameworks should contribute to a more appropriate and sustainable model, protecting players and enhancing competitions attractiveness and talent generation.



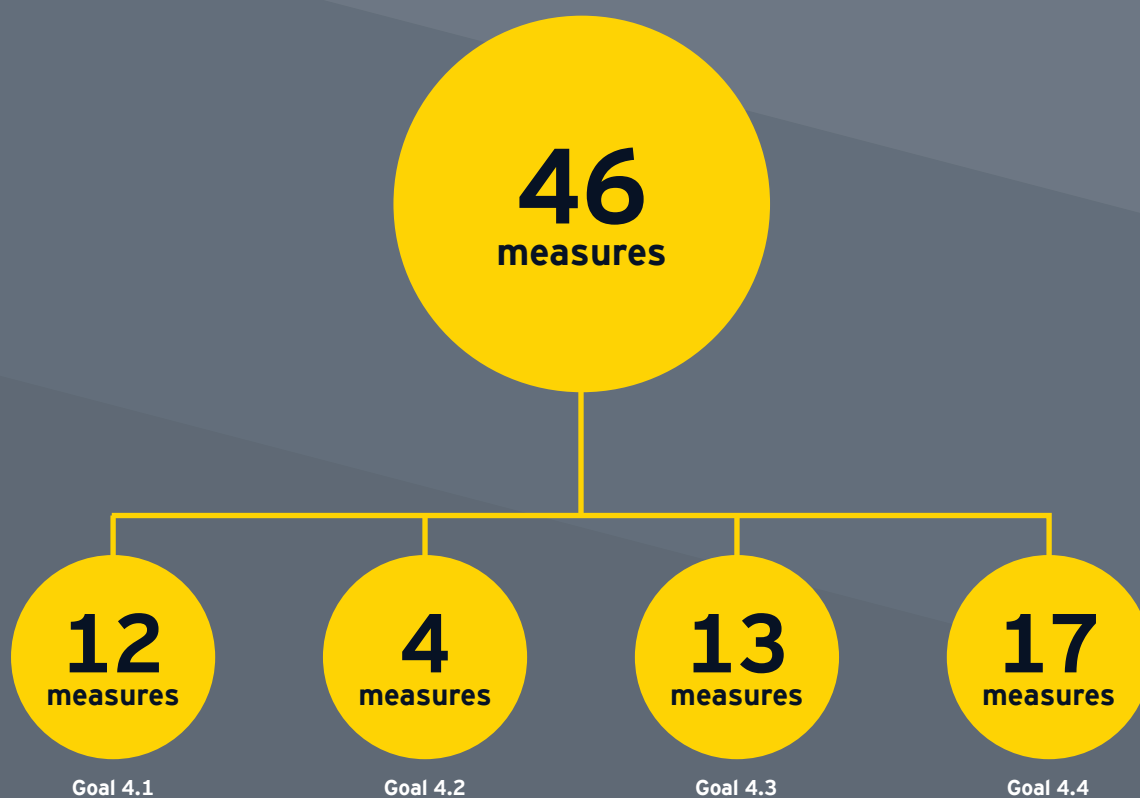
### The strategic goals

The 'Sustainability and Competitiveness in Football' axis is made up of four strategic goals:

- 4.1.** Fostering the ecosystem financial sustainability
- 4.2.** Reducing context costs
- 4.3.** Guaranteeing infrastructures in suitable conditions for sports practice
- 4.4.** Reformulating the competitive frameworks, guaranteeing spectacle and player protection

### How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures proposed for the **Sustainability and Competitiveness in Football** axis aim to strengthen the financial sustainability of clubs and associations, upgrade infrastructures and make competitive frameworks more balanced and attractive.

**1**

### Financial support and clubs sustainability

Implementation of an integrated financial support strategy for FPF members, including support in identifying and applying for EU funds and reinforcement of FPF contributions to ADR and Professional Bodies. In addition, financial sustainability control mechanisms and models need to be put in place, and the current Football funding model needs to be reviewed in view of the new paradigm that lies ahead. It is also planned to monitor the process of reforming the Insurance Law and reviewing the VAT tax regime in terms of reducing the rate applied to ticketing.

**2**

### Sport infrastructures

Implementation of an integrated strategy for developing national Football infrastructures, based on the revised development plan for the National Stadium and the increase of the ADR support fund for infrastructures. This strategy will be supported by the creation of a National Football Sports Charter, allowing for more rigorous and sustainable planning. In conjunction with local authorities, IPDJ and ADR, the development of a specific program for the rehabilitation and modernization of clubs infrastructures, alongside the 'One Association, One Academy' programme, is also proposed.

**3**

### Competitive frameworks

Implementation of a process to review and upgrade the competitive frameworks by creating a Non-Standing Committee responsible for identifying potential improvements. Together with Liga Portugal, ADR and the other stakeholders, a national strategy will be defined for the competitive frameworks, including discussion of the current League Cup model, a possible readjustment of the Supertaça Cândido de Oliveira and the Portuguese Cup competition format, as well as reinforcing the Revelation League as the last stage of training, limiting the enrolment of players not trained locally or at the club.



## 5

## FPF brand projection

**Boosting and internationalising Portuguese Football**

The FPF brand is a central ambassador for Portuguese Football, with a recognized presence and a growing international profile.

Even so, there is room to strengthen the connection with fans, both inside and outside Portugal, and to expand our presence in strategic markets, taking advantage of the Portuguese Football commercial value. In this endeavor, players, coaches, referees and managers play a decisive role in projecting Portugal globally, directly contributing to the enhancement and international recognition of the FPF brand.

At the same time, the authenticity of the brand suffers from the circulation of counterfeit products and the misuse of official property, undermining its symbolic and commercial value.

Given this context, this axis focuses on making the FPF a national benchmark for collective pride, based on differentiated assets and unmistakable brands.

The growth of commercial revenue - through sponsorship, licensing and new platforms - is a decisive lever for the sustainability of the sector. But the real purpose goes beyond generating revenue: is to create a solid brand

capable of projecting Portuguese Football. It is therefore essential to draw up a transversal plan that protects what is authentic - fighting the parallel ticket market and product counterfeit - while preserving the FPF's identity.

This commitment also includes the creation of an internationalization strategy for the FPF brand in strategic markets such as Asia and North America. Enhancing the image and role of players, coaches, referees and managers will be a central axis of this strategy, reinforcing the emotional connection to Portuguese Football and identification with Portugal.

In addition, the commitment to creating partnerships with major global brands and the involvement of the diaspora, through solutions such as the launch of the international OTT subscription Channel 11, are intended to reinforce the FPF's prestige and are additional means of generating revenue.

Projects such as Channel 11 and Portugal+ are key instruments for fulfilling this ambition: to make the FPF the brand of Football, the brand of Portugal and the brand of all Portuguese people.



### The strategic goals

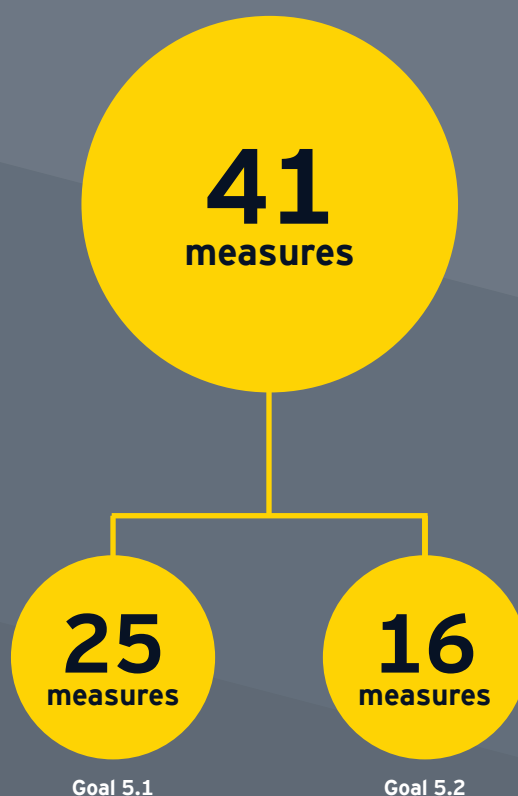
The 'FPF brand projection' axis is made up of two strategic goals:

- 5.1.** Reinforcing the FPF's position as the headquarters of Portuguese Football
- 5.2.** Internationalizing the FPF brand and Portuguese Football in strategic markets

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### How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **FPF brand projection** axle aim to strengthen the identity of the FPF brand, deepen the connection with fans and partners and project Portuguese Football at national and international level.

**1**

### Identity and digital presence

Definition of a branding manual for the entire FPF universe, accompanied by the repositioning of the brands with a greater focus on Portugal and a new digital strategy that includes the evolution of the Portugal Store, the digital ticket office and the FPF app. The aim is to have an integrated presence on all platforms, with a communication adapted to different audiences and consumer habits. In this context, the audiovisual and documentary archives of the FPF and Channel 11 will be integrated and digitized, using artificial intelligence technologies, and Channel 11's presence on social media will be enhanced.

**2**

### Fan experience and monetisation

Development of new sources of revenue and services for fans, through the profitability of Football City, the digital ticket office and advantage programs for users of the Portugal+ app. This strategy also includes the international OTT subscription to Channel 11 and increased presence of the channel and FPF content on social media, with streamers and on eFootball, boosting new audiences and forms of engagement. At the same time, anti-counterfeiting software will be implemented and institutional collaboration with the authorities and Liga Portugal will be strengthened in order to combat the ticket black market, protect revenue and improve the fan experience.

**3**

### International projection

Boosting the Ambassadors Program, Legends tournaments and the presence of iconic pieces and moments from the national teams in international museums, as instruments for promoting the Portugal brand and Portuguese Football. Partnerships will also be developed with major global brands and tourism promotion campaigns will be organized around the national teams in order to project Portugal and Portuguese Football on the international stage.



STAGE



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# 6

## Knowledge and innovation platform

### Positioning the FPF at the forefront of sports knowledge

Knowledge is a key element for developing talent in Portugal and continues to be decisive to affirm our Football around the world.

Despite progress already been made, this competence still does not fully mobilize the entire ecosystem, with territorial asymmetries and unequal levels of training persisting among sports agents –players, coaches, referees, managers and clinical staff. There is also a need to increase the number of professionals to ensure a more balanced and effective response.

In addition, there is little and poorly systematized information on the reality of Football in Portugal, which limits informed decision-making and the definition of strategies for the sector.

Against this backdrop, the FPF is committed to leading training, research and knowledge transfer in the national sports ecosystem.

The FPF Academy plays a central role in this development, seeking to respond to territorial asymmetries and studying solutions such as the creation of teaching centers in different parts of the country. However, a decisive step in this

direction will be the foundation of the Football University. The extension of the FPF's training program beyond the FPF Academy will mark a historic moment for Portuguese sport. This university will train professionals of excellence and boost research applied to Football.

The FPF is also committed to developing studies and diagnoses to ensure more informed decisions. Periodic Censuses and the Portuguese Football Yearbook will allow us to build a more accurate picture of the sector throughout the country, giving stakeholders and public decision-makers the chance to act based on concrete data.

This commitment to training, science and innovation allows the FPF to place Portugal at the forefront of sports knowledge transfer at a global level. In this context, initiatives such as the UEFA Medical Education Program, which focuses on training doctors, and the Portugal Football Summit, which brings together international leaders to discuss emerging trends, are strategic platforms for dialogue and sharing.



### The strategic goals

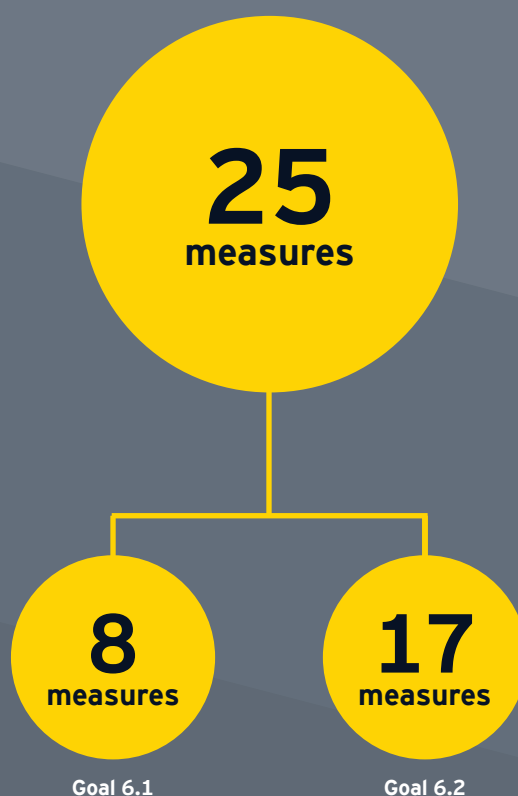
The 'Knowledge and innovation platform' axis is made up of two strategic goals:

- 6.1.** Positioning the FPF as a benchmark in sports education, promoting the capacity building of players, coaches, referees, managers and clinical staff.
- 6.2.** Leading knowledge, innovation and technological development in sport

---

### How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **Knowledge and innovation platform** axis aim to position the FPF as a benchmark in the study, production and sharing of knowledge about Football, strengthening training, research and links with academia and the industry.

**1**

### **FPF Academy**

Positioning the FPF Academy as a benchmark school, broadening its offer to meet the needs of clubs at all competitive levels, including the creation of the first degree in Football Organization and Management. This strategy also includes looking into setting up teaching centers in various parts of the country and establishing exchange programs with universities and other international institutions. At the same time, a program of internships, mentoring and professional (re)integration of former players with successful post-Football careers will be developed in collaboration with the Players' Union.

**2**

### **Reference studies and events**

Consolidation of the Portugal Football Observatory and the Portuguese Football Yearbook as benchmarks in the production and dissemination of knowledge about Football in Portugal, defining annual priority themes and carrying out studies in partnership with leading research centers. This knowledge base is projected and discussed through the Portugal Football Summit and the Sport Integrity Week, organized in collaboration with international bodies such as UEFA and the International Olympic Committee, reinforcing Portugal's leadership in thinking about the future of football.

**3**

### **Data and knowledge sharing**

Implementation of sports performance data sharing mechanisms between the FPF, clubs and partners, enabling more informed technical, medical and performance decisions across the entire ecosystem. This knowledge practical use approach is reinforced by the UEFA Medical Education Program and specialized training sessions, bringing together science, sports medicine and the reality of training and competition.



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ACADEMY

STAGE



## 7

## The 2030 World Cup

### A unique opportunity to accelerate Portuguese Football

The award of the 2030 World Cup to Portugal, Spain and Morocco represents an opportunity to affirm Portuguese Football and raising awareness of the FPF brand.

The size of the tournament will require a high degree of planning, coordination between organizations and infrastructure adaptation, in a context of great international attention to the work carried out before and during the competition. In this context, the World Cup should be seen as proof of Portugal's organizational capacity and a catalyst for the continued transformation of Portuguese Football.

The FPF is committed to organizing a World Cup that sets new standards of excellence at a global level. Organizational success will be essential to ensure a memorable tournament and consolidate Portugal's credibility as a host of major events.

Environmental and social responsibility will be at the center of this ambition, supported by a sustainability plan in line with international best practice and complemented by a policy of transparency with auditable and scrutinized processes.

The legacy of the World Cup will extend far beyond the competition, leaving an important contribution to Portuguese Football: in addition to infrastructure upgrading, qualification programs will be integrated, such as the training of new executives for subsequent integration into the competitive ecosystem.

The World Cup will be a platform for innovation with a long-lasting impact. The introduction of state-of-the-art technological solutions and immersive experiences for fans will redefine the fan experience. This movement will help position Portugal at the forefront of the development of sporting events and innovation applied to new forms of consumption.



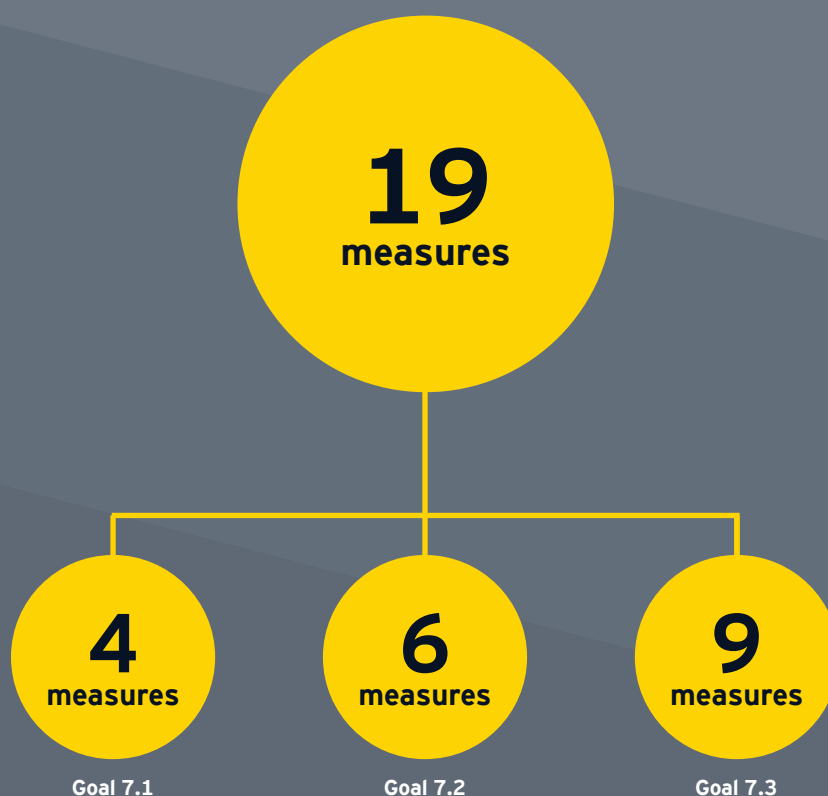
## The strategic goals

The '2030 World Cup' axis is made up of three strategic goals:

- 7.1.** Making the organization of the 2030 World Cup an international benchmark that projects Portugal around the world
- 7.2.** Organizing a 2030 World Cup committed to environmental, social and governance sustainability
- 7.3.** Capitalizing on the 2030 World Cup as a driving force for infrastructure development, an innovation platform and staff capacity-building

## How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **2030 World Cup** axis aim to mobilize the entire Portuguese Football ecosystem, prepare the organization of the tournament in a structured way and guarantee a sustainable legacy for Portugal.

**1**

### **National mobilisation and sustainable legacy**

Creation of national campaigns, in liaison with the football community, ADR and Professional Bodies, to promote the 2030 World Cup and involve young people and local communities, encouraging their active participation in building a sustainable World Cup with a lasting impact.

**2**

### **Strategic coordination and staff training**

Setting up a committee, coordinated by the FPF and made up of the ADR and Professional Bodies, to reinforce the football development strategy associated with the 2030 World Cup, articulating permanent channels of communication with key organizations and a strategy for training staff who will then be integrated into the Portuguese Football ecosystem.



# 8

## From grassroots to excellence national teams

### Training, empowering and affirming talent from the bottom to the top

Winning competitions is a natural goal for the FPF and for Portugal, proven by the history of achievements and the national talent revealed over the years in the different sports. Portugal has affirmed its training capacity by consistently exporting players, coaches and technical staff to the top leagues and biggest international clubs. However, guaranteeing this consistency in the future requires a focus on talent, from the bottom to the top.

The training pyramid is based mainly on the work carried out by clubs, but there is still room to boost the ability to attract talent. In addition, the number of practitioners still has considerable room for growth and there is potential to develop the various sports in a more balanced way, thus strengthening their evolution and the ambition to achieve success in all areas.

This axis prioritizes creating the conditions for sporting success, putting the development of talent – players, coaches, referees, managers and clinical staff – at the center.

In addition, increasing the number of practitioners is a priority, with initiatives such as a plan

dedicated to detecting Portuguese-descendant talent and strengthening links with school sports. In terms of coaching staff, the aim is to seize the opportunity to train a greater and more qualified number of staff, for example by increasing the number of coaching courses, particularly at UEFA A level.

The development of sports is also decisive for transversal success. The definition of a national strategy for futsal and beach football is key for talent development and international projection, materialized in initiatives such as bids for international competitions.

Finally, investing in Walking Football, recreational football and adapted football is essential to widen sports practice, combat the lack of activity, promote inclusion and reinforce Football's impact on health and well-being. It is within this integrated vision – from recreational practice to high performance – that one can build a Football that is better prepared for the challenges of the future and consistent in winning.



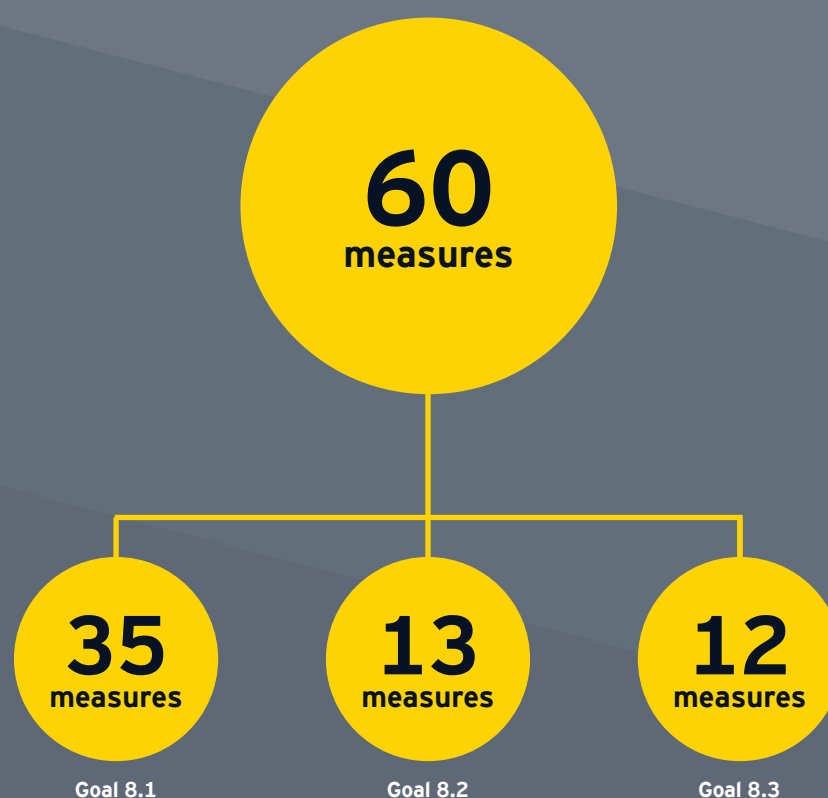
## The strategic goals

The 'From grassroots to excellence national teams' axis is made up of three strategic goals:

- 8.1.** Attracting and developing talent up to the elite, from players to coaching staff
- 8.2.** Boosting beach football and futsal development
- 8.3.** Encouraging the practice of Walking Football, recreational football and adapted football

## How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **From grassroots to excellence national teams** axis aim to enhance the technical quality of coaches, boost national talent in all sports and ensure that the national teams become a world reference within an inclusive and sustainable framework.

**1**

### Identifying and developing talent

Integrated enhancement of the talent development strategy, including the creation of the 'Gene Luso' program to detect players of Portuguese descent and the enhancement of the National Technical Directorate, with specific training for regional technical coordinators. This structure will ensure the upgrading and implementation of the Player Development Stages program, linked to the 'Elite Talent' program, aimed at monitoring talent identified from an early age in ADR. In addition, the 'Lopes da Silva' Tournament and the 'A Hora dos Super Quinas' program will be repositioned as fundamental instruments for identifying talent, solutions will be studied to allow football and futsal to be played in different clubs at the lower levels and support programs for local grassroots clubs will be developed, as well as a plan for the growth of football in the Portuguese-speaking area.

**2**

### Coaching training

Increase the offer of coaching courses, with specific courses for ex-players and harmonized programs between ADR, supported by a National Technical Directorate and a federative pool of trainers to ensure consistency across the country. There are also plans to review the Regulations for Coaching Courses, in particular Level III and IV, aligning offer with demand, the number of editions and the enrolment fees, and defining specific solutions for coaches working in regions outside the direct remit of UEFA rules, ensuring that they are not penalized in continuing training.

**3**

### National strategies by sport

Reinforcement of the national strategy for the various sports, with a focus on beach football, futsal and Walking Football. For beach football, a national strategy will be created based on new competitive training frameworks, a promotion plan articulated with ADR and clubs and the creation of a dedicated pitch in the Football City, adjusting the competitive frameworks to the defined strategy and promoting the territorial extension of the sport. For futsal, a national strategy aimed at consolidating 1st place in the FIFA rankings will also be developed. As for Walking Football, annual goals will be set for the ADR and the sport will be structured into recreational and competitive strands, with a specific offer in the associations and their own competitive frameworks that ensure inclusion and widespread participation.



## 9

## The affirmation of Women's Football

### The ambition to grow with its own identity

Women's Football is today one of the greatest opportunities for sustainable growth in the sports ecosystem, but it still faces limitations that restrict its affirmation.

Despite progress in the number of practitioners and sporting results, the development of women's Football is still below its potential, as evidenced by the limited competitiveness of national competitions. In addition, its affirmation is not fully valued in the sports ecosystem and its identity is not always understood in such essential issues as maternity protection, among others, which are not properly reflected in the national reality.

Only the creation of more and better conditions will allow Portugal to make a name for itself in women's Football. The FPF is committed to affirming Football as a place of full participation for all women, as fans, practitioners and professionals. This affirmation requires a clear strategy that values its identity and promotes female participation in all dimensions.

To consolidate this path, it is essential to broaden the recruitment base, increase the number of practitioners and teams and strengthen talent training throughout the territory.

This growth must be accompanied by continued investment in the modernization of competitions and the professionalization of clubs and teams, allowing new partners, from sponsors to investors, to enter the women's Football ecosystem.

At the same time, it is a priority to bring sports closer to the female audience, creating more inclusive experiences, and to strengthen the presence of women in all professional areas of Football, ensuring a more diverse and representative ecosystem, including in governance and refereeing roles.



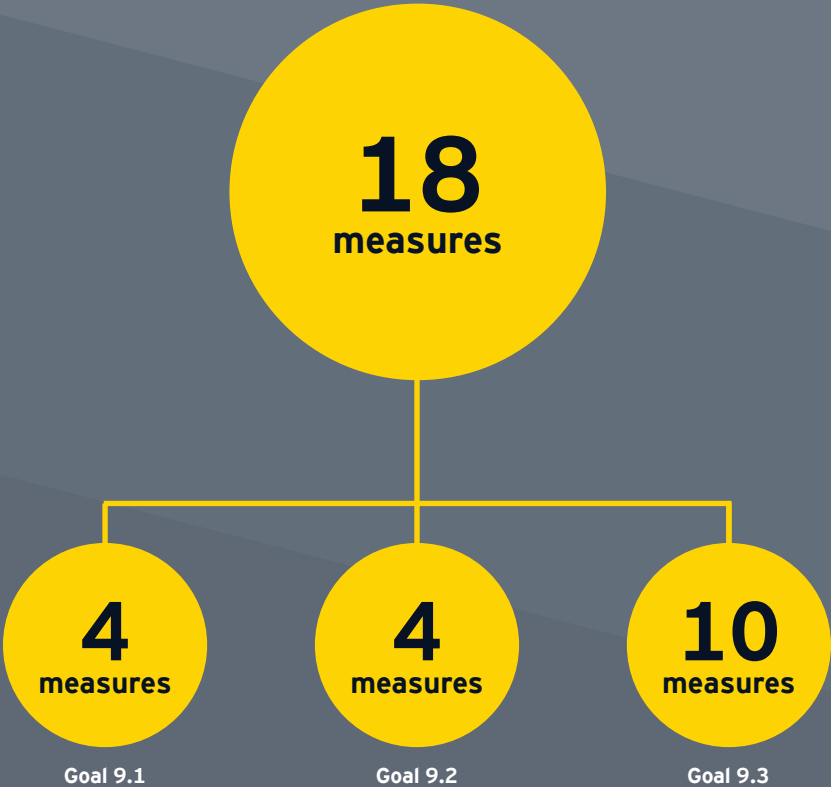
The strategic goals

The ‘The affirmation of Women's Football’ axis is made up of three strategic goals:

- 9.1. Boosting women integration into the Football ecosystem
- 9.2. Increasing the number of practitioners, teams and clubs
- 9.3. Promoting the professionalization and value of women's Football

How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by 2036:



## Main themes addressed by the 1st cycle measures

The measures defined for **The affirmation of Women's Football** axis aim to accelerate the development of the sport, value the role of women in all areas of the game and guarantee better competitive and social conditions for female athletes and coaches.

**1**

### **Dedicated structure and national strategy**

The creation of a Women's Football Department focused entirely on the internal consolidation of the sport and the definition of a national strategy that aligns national teams, competitions, clubs and ADR with common growth goals. This structuring allows women's football to set its own priorities and ensures consistency in decision-making.

**2**

### **Training and development**

Reinforcement of qualifications in women's football, with a more dedicated offer for female coaches, specialized curricular units at the FPF Academy and the development of the women's version of the Lopes da Silva Tournament to identify talent in young players. This commitment ensures that the growth of the sport is based on expertise and training pathways designed for the reality of female players.

**3**

### **Competitive conditions and protection for female athletes**

Promotion of better competitive conditions, with more balanced access to infrastructures, encouragement for inter-regional tournaments and solidarity mechanisms for clubs promoted to the BPI League. This development is accompanied by contractual protection mechanisms in maternity situations, reinforcing the safety and rights of female athletes and coaches.

**4**

### **Women's visibility and participation**

Launching campaigns to strengthen women's participation in all areas of football, from the pitch to management. These initiatives are leveraged by a specific communication strategy for the BPI League on social media, making the competition more visible, closer and appealing to new generations.



# 10

## A Federation at the service of the community

### Affirming Football as a driving force for inclusion, social and environmental impact

Sport plays a unique role in society when it comes to promoting cohesion and inclusion, and the FPF must reinforce this responsibility. Due to its presence across the territory and its ability to mobilize communities, Football has a potential for social and environmental transformation that has yet to be fully exploited.

The approach to social responsibility is in the process of maturing, and we intend to integrate this type of initiatives, which until recently was mainly one-off, more consistently into the overall operation of the institution. Implementing a systematic record of actions and strengthening liaison with partners network represent opportunities to consolidate projects and maximize their impact.

In this context, the creation of the FPF Foundation is an essential response, elevating social and environmental action to a priority that cuts across the entire ecosystem.

It will be up to the Foundation to create programmes that promote inclusion at various levels; through the integration of people with disabilities, the reintegration of former athletes into the sporting community or the fight against

discrimination. The promotion of diversity must cut across all the activities of the Football ecosystem, affirming sport as a space for cultural and social plurality.

Similarly, attention needs to be paid to the environmental impact of Football, in infrastructure management and in sporting activities, in order to contribute to a more sustainable Football.

This commitment involves supporting local projects, reinforcing Football's impact on communities and promoting solutions tailored to each reality.

The FPF should inspire clubs, ADR, Professional Bodies and partners to adopt more responsible practices, incorporating social and environmental concerns into their activity, involving them in a structured way in the design and development of projects and putting their technical, training and human know-how at the service of the initiatives.



### The strategic goals

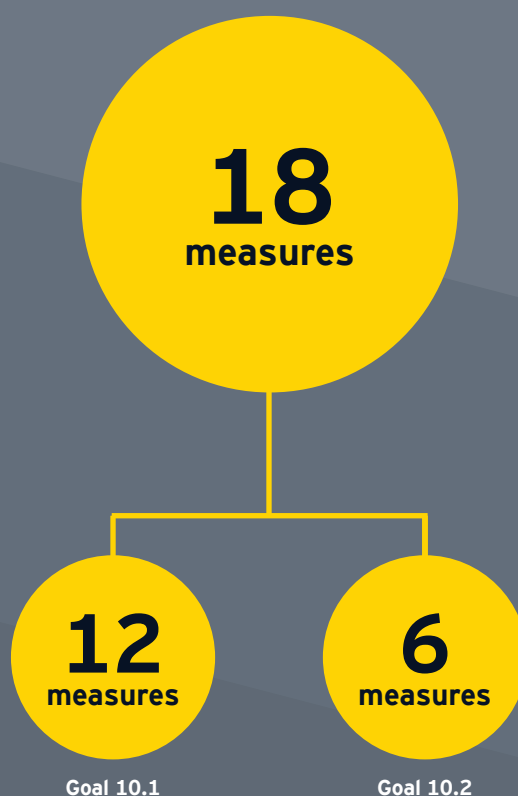
The axis 'A Federation at the service of the community' is made up of two strategic goals:

- 10.1.** Contributing to social inclusion and cohesion, namely through the FPF Foundation
- 10.2.** Promoting the environmental sustainability of the Football ecosystem

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### How implementation of the axes and goals will be ensured

In order to implement this axis and its strategic goals, the strategic plan provides by **2036**:



## Main themes addressed by the 1st cycle measures

The measures defined for the **A Federation at the service of the community** axis aim to use football as a driving force for social inclusion, health promotion and sustainability, reinforcing the FPF's positive impact on Portuguese society.

**1**

### **Values and social welfare**

Boosting football as a space for civic education, through campaigns, fair play and combating discrimination in schools and clubs. This movement is complemented by the mobilization of the community, with local partnerships and donations of material that turn the clubs into hubs of inclusion and sports practice.

**2**

### **Mental health and inclusion**

Implementation of protection mechanisms for sports agents with gambling addiction problems, guaranteeing a confidential support channel. This response goes hand in hand with broadening inclusion in training, opening up the FPF Academy to people with disabilities and reinforcing access to qualifications in football.

**3**

### **Environmental sustainability**

Consolidation of a sustainable operation at the FPF, through refurbishments at the Football City, maintenance of ISO 14001 certification and partnerships with the energy sector. This ambition is projected outwards by promoting a culture of environmental responsibility at national team matches, encouraging fans and clubs to adopt good environmental practices on and off the pitch.



### 3.3 MEASURES

The measures represent the most concrete and operational level of the Strategic Plan, translating the ambitions defined in the strategic axes and goals into specific actions. Defined based on a rigorous process of analysis and prioritization, the **366 measures** materialize the FPF's vision for the 2024-2036 period, outlining the path towards a more competitive, inclusive and sustainable Portuguese Football.

Its implementation will be phased in over **three strategic cycles** (2024-28, 2028-32 and 2032-36), ensuring coherent and progressive implementation.



## 1.1.

## Strengthening the representativeness and unity of all Portuguese Football actors (1/2)

The FPF wants a more cohesive, representative and collaborative Football ecosystem. To this end, it is essential to strengthen the link between the FPF and the different stakeholders in the sector – clubs, ADR, Professional Bodies, coaches, players and other actors. Taking on its leadership role, the FPF is committed to strengthening the organizational structure of Football in Portugal, promoting more active, close and shared participation among all stakeholders.

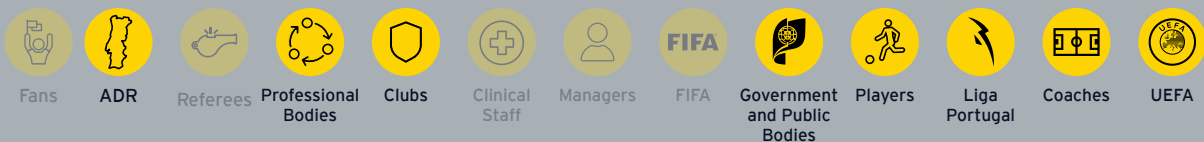
| #  | MEASURE DESCRIPTION                                                                                                                                                                                                                                 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 1  | Ensure coordination between FPF, ADR and Liga, prior to the publication of Official Statement no. 1, to define a common strategy for the current sporting season                                                                                    | ✓       |         |         |         |         |         |
| 2  | Provide a Room for ADR in the Football City                                                                                                                                                                                                         | ✓       |         |         |         |         |         |
| 3  | Set up an FPF office in Northern Portugal                                                                                                                                                                                                           | ✓       |         |         |         |         |         |
| 4  | Activate the Standing Committees indicated in the FPF Statutes, as well as the Non-Standing Committees                                                                                                                                              | ✓       |         |         |         |         |         |
| 5  | Monitor and follow up the operation of the Standing and Non-Standing Committees                                                                                                                                                                     |         | ✓       |         |         |         |         |
| 6  | Decentralize the FPF's activities, leveraging ADR and Professional Bodies                                                                                                                                                                           |         | ✓       |         |         |         |         |
| 7  | Celebrate the inauguration of the FPF on 31 March in a ceremony attended by the founding ADR (Lisbon, Portalegre and Porto).                                                                                                                        |         | ✓       |         |         |         |         |
| 8  | Co-ordinate with Liga Portugal the proposal for the centralized marketing model of Audiovisual Rights to be submitted to the Competition Authority                                                                                                  |         | ✓       |         |         |         |         |
| 9  | Articulate with the National Technical Directorate, the ANTF and the ADR the calendar of coaching courses, within the framework of the UEFA Coaching Convention rules                                                                               |         |         | ✓       |         |         |         |
| 10 | Be the FPF's members representative in the negotiation of funds from the Centralization of Audiovisual Rights                                                                                                                                       |         |         | ✓       |         |         |         |
| 11 | Create a working group to monitor the implementation and revision of Law 40/2012, as well as the UEFA Convention                                                                                                                                    |         |         | ✓       |         |         |         |
| 12 | Evaluate the process of including relevant stakeholders representatives in the Football community in the meetings of the certification committee for training providers, in order to identify and discuss improvements to the certification process |         |         | ✓       |         |         |         |
| 13 | Evaluate how to improve the process of including representatives of relevant stakeholders in the Football community in licensing committees.                                                                                                        |         |         |         | ✓       |         |         |
| 14 | Negotiate a new protocol with the IPDJ to support clubs travelling to the Madeira and Azores archipelagos.                                                                                                                                          |         |         |         | ✓       |         |         |
| 15 | Analyze the possibility of including other Professional Bodies as ordinary members of the FPF                                                                                                                                                       |         |         |         | ✓       |         |         |
| 16 | Boost the current sphere of impact with international sports bodies to promote changes to the UEFA ranking point awarding system.                                                                                                                   |         |         |         | ✓       |         |         |
| 17 | Implement an API layer connecting FPF, ADR and Professional Bodies, with open APIs for real-time communication, centralized process management and registered data lake                                                                             |         |         |         |         | ✓       |         |

## 1.1.

### Strengthening the representativeness and unity of all Portuguese Football actors (2/2)

| #  | Measure description                                                                                                                                                                                       | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 18 | Be a facilitator to support ADR, Professional Bodies and clubs in approaching the Government, municipalities and the local business community                                                             |         |         |         |         |         | ✓       |
| 19 | Liaise with the Government and other competent public bodies, ensuring the monitoring, participation and integration of Football priorities in the implementation of the National Sports Development Plan |         |         |         |         |         | ✓       |

#### Recipients and partners



✓ Measure under-way or to be started    ✓ Measure completed

## 1.2.

## Professionalising the stakeholders and structures that support Portuguese Football (1/3)

Modernizing organizational structures and valuing the people who support Football are essential to qualifying and enhancing Portuguese Football. The FPF intends to invest in sports agents, promoting a structural and human level transformation capable of consolidating a culture of professionalism and excellence in all areas of Football.

| #  | Measure description                                                                                                                                                                                                                                                                                          | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 20 | Create a Board of Governors, a new advisory body, with the aim of assessing football's contexts and challenges, proposing socio-sporting initiatives and issuing recommendations to support the Board of Directors in strategic matters                                                                      | ✓       |         |         |         |         |         |
| 21 | Create a Strategic Council, a new advisory body to the Chairman of the FPF, with the mission of presenting proposals and opinions, identifying trends and opportunities, and supporting the definition of strategies that strengthen the competitiveness and international prominence of Portuguese football | ✓       |         |         |         |         |         |
| 22 | To create a Chairmans Council, a new advisory body made up of all FPF delegates, to promote communication and their engagement and strengthen their representation                                                                                                                                           | ✓       |         |         |         |         |         |
| 23 | Create a Committee coordinated by the FPF and made up of representatives from the Players' Union, Liga Portugal, ANTF and the ADR Plenary Board, to respond to natural disasters                                                                                                                             |         | ✓       |         |         |         |         |
| 24 | Create a Committee for the FPF Foundation, which will aggregate Social Responsibility actions and streamline the Foundation's constitution                                                                                                                                                                   |         | ✓       |         |         |         |         |
| 25 | Optimize the FPF's operational structure by dividing it into seven complementary units: Operating, Sports, Business, Financial, Legal, Planning and Institutional                                                                                                                                            | ✓       |         |         |         |         |         |
| 26 | To give the Chairman and those responsible for each of the FPF's units greater capacity in the day-to-day executive management of operations: Operating, Sports, Business, Financial, Legal, Planning and Institutional                                                                                      | ✓       |         |         |         |         |         |
| 27 | Organize sports management in a Football Unit in order to maximize the sporting performance of the national teams, guarantee an effective training process, organize competitions and define the sporting direction of Football in Portugal                                                                  | ✓       |         |         |         |         |         |
| 28 | Optimize the management of the FPF's institutional relations in an Institutional Unit (Institutional) responsible for managing and guaranteeing proximity and cooperation with the main Football stakeholders in Portugal                                                                                    | ✓       |         |         |         |         |         |
| 29 | Organize the management of FPF's day-to-day business activities in a Business Unit (Business) to optimize operations, maximize revenue and control costs, namely through the creation of FPF Academy and FPF Comercial and the reactivation of FPF Events                                                    | ✓       |         |         |         |         |         |
| 30 | Revise the Statutes as part of the renewal of the Public Sports Utility status and the inclusion of new advisory bodies to support the organization                                                                                                                                                          | ✓       |         |         |         |         |         |
| 31 | Provide a self-service analytics platform with real-time dashboards for all directorates and ADR                                                                                                                                                                                                             | ✓       |         |         |         |         |         |
| 32 | Extend the program to deliver Automated External Defibrillators (AEDs) to ADR, in partnership with AMEF                                                                                                                                                                                                      |         | ✓       |         |         |         |         |
| 33 | Improve the supplier evaluation process in order to mitigate any reputational risks that may arise from a potential association with a supplier that puts the FPF at risk                                                                                                                                    |         | ✓       |         |         |         |         |
| 34 | Maximize recruitment strategies with the aim of attracting top executives through a broad and swift process                                                                                                                                                                                                  |         | ✓       |         |         |         |         |

## 1.2.

## Professionalising the stakeholders and structures that support Portuguese Football (2/3)

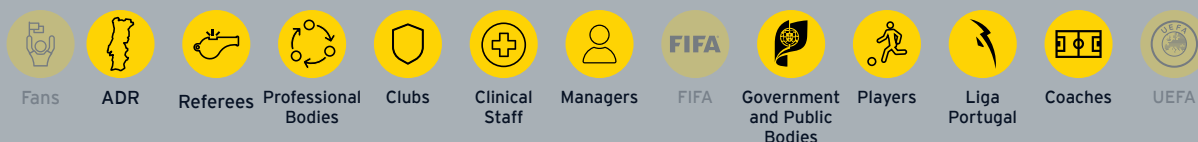
| #  | MEASURE DESCRIPTION                                                                                                                                                                   | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 35 | Implement SCORE 2.0 with a cloud-native architecture with microservices, implementing mobile-first features and native integration with the FPF ecosystem                             |         | ✓       |         |         |         |         |
| 36 | Work together with AMEF to create specific insurance for Football doctors                                                                                                             |         |         | ✓       |         |         |         |
| 37 | Reformulate and monitor the evolution of the certification process for training providers and its suitability for the reality of clubs and the effective development of the sport     |         |         | ✓       |         |         |         |
| 38 | Study the possibility of extending the certification process to ADR sports activities                                                                                                 |         |         | ✓       |         |         |         |
| 39 | Study the possibility of extending the certification process to the sporting activity of national teams                                                                               |         |         | ✓       |         |         |         |
| 40 | Create a guide to support a sustainable purchasing process, in order to take environmental standards into account in the Purchasing Portal                                            |         |         | ✓       |         |         |         |
| 41 | Create the figure of 'dual football career manager/sports liaison', and respective training references for the role, integrating it into the training providers certification process |         |         | ✓       |         |         |         |
| 42 | Participate in university fairs to attract talent                                                                                                                                     |         |         | ✓       |         |         |         |
| 43 | Enhance the protocol for identifying and responding to cerebral concussion in competitions organized by the FPF, investing in training sports agents and detection mechanisms         |         |         | ✓       |         |         |         |
| 44 | Create the official career of the match delegate                                                                                                                                      |         |         |         | ✓       |         |         |
| 45 | Co-operate with ANEDAF in providing training in First Aid and Emergency                                                                                                               |         |         |         | ✓       |         |         |
| 46 | Create an internship program for recent graduates and university students                                                                                                             |         |         |         | ✓       |         |         |
| 47 | Reformulate and monitor the evolution of the licensing process and its suitability for the reality of clubs and the effective development of the sport                                |         |         |         | ✓       |         |         |
| 48 | In liaison with the ANTF, propose the creation of a specific legal labor regime for coaches to the Government                                                                         |         |         |         | ✓       |         |         |
| 49 | Create financial support solutions for Professional Bodies in the field of human capital                                                                                              |         |         |         | ✓       |         |         |
| 50 | Reinforce the funding system for ADR, in the area of human resources, with support for three new resources: Disciplinary Board, Finance Department and Arbitration Council            |         |         |         | ✓       |         |         |
| 51 | Implement standardized attendance control mechanisms for all matches in the main competitions organized by the FPF, ensuring rigorous and consistent measurement of audience numbers  |         |         |         |         | ✓       |         |
| 52 | Offer subsidized cloud services for clubs and ADR, including hosting, backup and disaster recovery                                                                                    |         |         |         |         | ✓       |         |

## 1.2.

## Professionalising the stakeholders and structures that support Portuguese Football (3/3)

| #  | Measure description                                                                                                                                                                                                                                                                                                                     | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 53 | To analyze with the competent bodies the possibility of amending the Statute for Sports Managers on a Voluntary Basis (Benevolent Managers), including an increase in activity and the implementation of a privileged regime, differentiated counting of length of service, exemption from charges and exemption from length of service |         |         |         |         | ✓       |         |
| 54 | Evaluate, together with the ADR and Professional Bodies, in particular the Players' Union, the creation of integrated programs to support the career transition, education and employability of athletes and former athletes                                                                                                            |         |         |         |         | ✓       |         |
| 55 | Leverage the best practices of the FIFA Clearing House to ensure compliance in Portugal with regulatory obligations in domestic transfers (e.g., training and solidarity mechanisms)                                                                                                                                                    |         |         |         |         |         | ✓       |
| 56 | Implement, in liaison with ANEDAF, a system of qualification and certification of essential human resources to ensuring the health and safety of sports agents                                                                                                                                                                          |         |         |         |         |         | ✓       |

## Recipients and partners



✓ Measure under-way or to be started

✓ Measure completed

## 1.3.

## Promoting a culture of ethics, transparency and integrity

The defense of integrity is an essential pillar in guaranteeing the credibility of Portuguese Football. Promoting a culture of ethics, transparency and responsibility is decisive for enhancing trust in the sector and protecting the reputation of competitions. The FPF is leading this initiative through a clear strategy aimed at promoting integrity and combating corruption, match-fixing, discrimination, doping and digital piracy.

| #  | Measure description                                                                                                                                                                                                                         | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 57 | Monitor the activation of the Remuneration Committee within five days of the governing bodies taking office                                                                                                                                 | ✓       |         |         |         |         |         |
| 58 | Activate the Fair-Play Committee, following the amendment to the Statutes                                                                                                                                                                   | ✓       |         |         |         |         |         |
| 59 | Create an Ethics Committee, a new advisory body, to promote and supervise Football governance models in Portugal and guarantee transparency                                                                                                 |         | ✓       |         |         |         |         |
| 60 | Reinforce the fight against match-fixing from the grassroots up, with training in schools on the integrity of competitions and the identification of suspicious practices                                                                   |         | ✓       |         |         |         |         |
| 61 | Ensure that the FPF's Reports and Accounts are in line with the most advanced standards of transparency and financial reporting                                                                                                             |         | ✓       |         |         |         |         |
| 62 | Work closely with ADOP for sharing knowledge, good practices and tools to develop anti-doping professionals and materials                                                                                                                   |         |         | ✓       |         |         |         |
| 63 | Strengthen and extend a training program in the area of integrity in sport that includes sports corruption, match-fixing and betting, doping, sexual and labor harassment, fight against racism, homophobia and all forms of discrimination |         |         |         | ✓       |         |         |
| 64 | Create the 'Jogo Limpo' (Clean Game) awareness campaign, through players from the main national teams and the Liga Portugal, promoting doping-free sports practice, in partnership with ADOP                                                |         |         |         | ✓       |         |         |
| 65 | Review the whistle-blowing collection and processing protocol regarding match-fixing for the benefit of sports betting, in line with the national platform and the 'CNaiD,' created by Law no. 14/2024 of 19 January                        |         |         | ✓       |         |         |         |
| 66 | Publicize the FPF's remuneration policy                                                                                                                                                                                                     |         |         | ✓       |         |         |         |
| 67 | Create, together with Liga Portugal, a Monitoring Committee to combat piracy                                                                                                                                                                |         |         | ✓       |         |         |         |
| 68 | Raise awareness of the competent bodies so that the FPF and Liga Portugal are responsible for the background check and due diligence process for investors in Portuguese Football Sporting Companies                                        |         |         |         | ✓       |         |         |
| 69 | Within the framework of the Portugal Football Observatory - the FPF and in partnership with FPF members, create an observatory for integrity                                                                                                |         |         |         | ✓       |         |         |
| 70 | Encourage ADR and Professional Bodies to make their Reports and Accounts public, in line with financial reporting and transparency standards                                                                                                |         |         |         | ✓       |         |         |
| 71 | Implementing a 24/7 Security Operations Centre with threat intelligence, incident response and personal data protection (GDPR) capabilities                                                                                                 |         |         |         |         | ✓       |         |
| 72 | Create the 'Governance Certification' for all ADR and Professional Bodies                                                                                                                                                                   |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

## 2.1.

## Affirmation of professionalism in Refereeing, through the National Arbitration Plan (1/2)

The defense of refereeing is central to enhance the credibility of competitions, raising quality, transparency and professionalism throughout the sector. The transformation will be driven by the National Arbitration Plan, with an integrated vision at national and district level, and by the creation of an External Arbitration Body, ensuring greater independence and efficiency. The restructuring of the staff, with new roles and continuous training, will be decisive in preparing more qualified referees, enhancing trust in Portuguese Football.

| #  | Measure description                                                                                                                                                                                            | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 73 | Create the figure of 'Refereeing Technical Director,' responsible for the Technical Directorate of the Arbitration Council                                                                                     |         | ✓       |         |         |         |         |
| 74 | Redefine the competences of the arbitration technical structure, separating arbitration management from technical management, encompassing recruitment, training, capacity-building, retention and development |         | ✓       |         |         |         |         |
| 75 | Reformulate the staff of referees/assistant referees, VARs, timekeepers and observers and their evaluations (including the creation of separate classification processes for referee and VAR roles)            |         | ✓       |         |         |         |         |
| 76 | Publicize the refereeing teams' observers reports                                                                                                                                                              |         | ✓       |         |         |         |         |
| 77 | Evaluate the restrictions on the age limit for the promotion of referees to the professional football ranks                                                                                                    |         | ✓       |         |         |         |         |
| 78 | Articulate with ADR the creation of a 'District Refereeing Technical Director,' who will replicate the organization at national level, following the guidelines of the Refereeing Technical Director.          |         | ✓       |         |         |         |         |
| 79 | Re-evaluate the current system for promoting referees to national competitions, promoting transparency and greater balance between the ADR                                                                     |         | ✓       |         |         |         |         |
| 80 | Create the National Arbitration Plan                                                                                                                                                                           |         | ✓       |         |         |         |         |
| 81 | Study the creation of a timekeeper category                                                                                                                                                                    |         |         | ✓       |         |         |         |
| 82 | Standardize and improve the system for filling in referee reports                                                                                                                                              |         |         | ✓       |         |         |         |
| 83 | Review the VAR support infrastructure certification process                                                                                                                                                    |         |         | ✓       |         |         |         |
| 84 | Study the revision of the refereeing actors' bonus scale                                                                                                                                                       |         |         | ✓       |         |         |         |
| 85 | Create a code of ethics for arbitration                                                                                                                                                                        |         |         |         | ✓       |         |         |
| 86 | Evaluate the possibility of refereeing actors working on a commission basis, or on request via the IPDJ, so that they don't impair their career development, as is the case for top-level athletes             |         |         |         | ✓       |         |         |
| 87 | Create a working group to assess the standardization of arbitration remuneration at national level                                                                                                             |         |         |         | ✓       |         |         |
| 88 | Restructure the access and career development frameworks for referees, changing the progression model                                                                                                          |         |         |         | ✓       |         |         |

## 2.1.

## Affirmation of professionalism in Refereeing, through the National Arbitration Plan (2/2)

| #  | MEASURE DESCRIPTION                                                                                                                                          | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 89 | In conjunction with APAF and CAJAP, propose the specific recognition of the activity of judge-referee to the Government                                      |         |         |         |         | ✓       |         |
| 90 | In conjunction with APAF and CAJAP, propose the creation of a specific career statute for international and professional Football referees to the Government |         |         |         |         | ✓       |         |
| 91 | Study the transition from Female Category 1 (CF1) to the Professional Section                                                                                |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

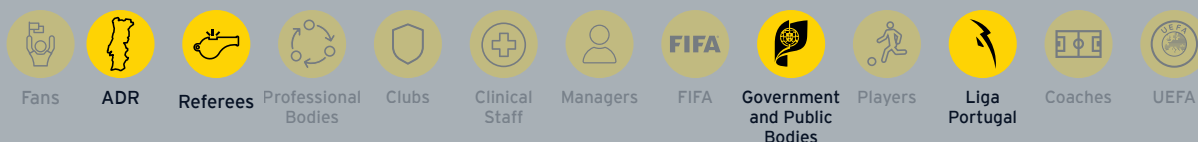
✓ Measure completed

## 2.2. RECRUITING, RETAINING AND ENHANCING talent in arbitration

Valuing the referee career is essential to guarantee generational renewal, talent retention and the sustainability of refereeing in Portugal. Enhancing the prestige, attractiveness and recognition of this role is crucial to ensuring more motivated, qualified and valued referees in the Football ecosystem. The focus on early recruitment and the integration of athletes and former athletes will allow for a more natural approach to a career. At the same time, it is essential to invest in career development, safety and recognition of referees, promoting more respected, competitive and fair Football.

| #   | MEASURE DESCRIPTION                                                                                                                                                                       | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 92  | Create a program on refereeing on Channel 11, with a weekly explanation of the decisions made on the pitch in professional competitions, in order to promote the humanization of referees |         | ✓       |         |         |         |         |
| 93  | Create a program on refereeing on Channel 11 to share and discuss the Laws of the Game                                                                                                    |         | ✓       |         |         |         |         |
| 94  | Hold a press conference to publicly assess the performance of the refereeing teams every 10 matchweeks                                                                                    |         | ✓       |         |         |         |         |
| 95  | Appoint a member of the Arbitration Council to provide dedicated support to futsal female referees                                                                                        |         | ✓       |         |         |         |         |
| 96  | Foster referee recruitment, carrying out campaigns to attract new referees                                                                                                                |         |         | ✓       |         |         |         |
| 97  | Increase the number of protocols with Vocational Schools and Universities to offer refereeing modules in Sports courses                                                                   |         |         | ✓       |         |         |         |
| 98  | Create a working group to assess the number of referees per ADR                                                                                                                           |         |         | ✓       |         |         |         |
| 99  | Evaluate and implement procedures to reinforce referee safety in professional and nonprofessional Football                                                                                |         |         |         | ✓       |         |         |
| 100 | Create a strategy to attract youth athletes to the refereeing career                                                                                                                      |         |         |         | ✓       |         |         |
| 101 | Promote psychological counselling for referees                                                                                                                                            |         |         |         | ✓       |         |         |
| 102 | Raise awareness of the competent bodies to allow former athletes to take on the role of AVAR                                                                                              |         |         |         | ✓       |         |         |
| 103 | Create mentoring programs that promote the connection of renowned referees and former referees to those in training                                                                       |         |         |         |         | ✓       |         |
| 104 | Create the 'Second Part' plan, aimed at integrating referees at the end of their careers into the technical or management ranks of national refereeing and clubs                          |         |         |         |         |         | ✓       |
| 105 | Work with the Government on tax measures to increase the retention of referees                                                                                                            |         |         |         |         |         | ✓       |

### Recipients and partners



✓ Measure under-way or to be started    ✓ Measure completed

## 2.3.

## Increasing continuous training, technical specialisation and technological innovation

The continuous training of referees is essential to guarantee more solid decisions in all competitive contexts. The commitment to structured training models, technical specialization (including skills such as VAR) and the use of technology is essential in promoting a refereeing system that is more prepared, respected and aligned with the standards of professionalism required today.

| #   | MEASURE DESCRIPTION                                                                                                                                                                                   | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 106 | Provide a training center for professional football referees at Football City                                                                                                                         | ✓       |         |         |         |         |         |
| 107 | Evaluate the creation of specialized VAR staff that allows exclusive access to this role, with classification, in three categories: two in professional football and one in non-professional football |         | ✓       |         |         |         |         |
| 108 | Create a professional technical structure that accompanies professional football referees on a daily basis in their technical and theoretical training                                                |         | ✓       |         |         |         |         |
| 109 | Implement the bodycam model for referees in Portuguese Cup matches                                                                                                                                    |         | ✓       |         |         |         |         |
| 110 | Reinforce the communication component of refereeing decisions in professional and non-professional football courses and training programs                                                             |         | ✓       |         |         |         |         |
| 111 | Through the Refereeing Academy, reinforce centralized programs for training technical refereeing staff                                                                                                |         |         | ✓       |         |         |         |
| 112 | Standardize refereeing training processes at national level through technical directors                                                                                                               |         |         | ✓       |         |         |         |
| 113 | Reformulate the level 1 refereeing course content                                                                                                                                                     |         |         | ✓       |         |         |         |
| 114 | Enhance the model of training and monitoring remote arbitration                                                                                                                                       |         |         | ✓       |         |         |         |
| 115 | Developing the Referee Innovation Centre                                                                                                                                                              |         |         | ✓       |         |         |         |
| 116 | Assess the implementation of the semi-automatic offside system                                                                                                                                        |         |         | ✓       |         |         |         |
| 117 | Create training scholarships for the best-performing young referees                                                                                                                                   |         |         |         | ✓       |         |         |
| 118 | Strengthen international co-operation protocols in the field of arbitration                                                                                                                           |         |         |         | ✓       |         |         |
| 119 | Boosting CORE programs in Portugal to develop the next generation of international referees from the grassroots                                                                                       |         |         |         |         | ✓       |         |
| 120 | Create synergies with the "One Association, One Academy" program for referee training                                                                                                                 |         |         |         |         | ✓       |         |
| 121 | Create a VAR training center in the Northern region                                                                                                                                                   |         |         |         |         | ✓       |         |
| 122 | Develop an app to support referee performance                                                                                                                                                         |         |         |         |         | ✓       |         |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
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Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started    ✓ Measure completed

## 3.1.

## Professionalising and strengthening the independence and speed of sports justice in the federative sphere

The credibility of sports justice is essential to boost trust in Football. Ensuring more independent, rapid and impartial procedures contributes to a more respected and effective justice system. The FPF intends to structurally upgrade its justice bodies, promoting greater professionalism, autonomy and efficiency, using advanced technologies and specialized support structures.

| #   | Measure description                                                                                                                                                                            | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 123 | Create the figure of Operational Manager for Discipline, with powers to monitor procedural times and draw up periodic activity reports                                                         | ✓       |         |         |         |         |         |
| 124 | Create a specific Press Office for justice bodies, emphasizing the responsibilities of the FPF Justice and Disciplinary Council and guaranteeing transparency in communication with the public |         | ✓       |         |         |         |         |
| 125 | Publish detailed quarterly reports on the Disciplinary Portal with statistics on decisions and procedural times                                                                                |         | ✓       |         |         |         |         |
| 126 | Implement automatic alert mechanisms for timely decisions                                                                                                                                      |         | ✓       |         |         |         |         |
| 127 | Implement a Code of Ethics for judicial bodies, designed to preserve the independence and impartiality of their members and prevent conflicts of interest                                      |         |         | ✓       |         |         |         |
| 128 | Create a professional structure to support the operation of the Disciplinary Board                                                                                                             |         |         | ✓       |         |         |         |
| 129 | Enhance the guarantees of an adversarial proceeding in summary proceedings                                                                                                                     |         |         | ✓       |         |         |         |
| 130 | Promoting greater autonomy between the investigative bodies and the decision-making bodies of the Non-Professional Section of the Disciplinary Board                                           |         |         |         | ✓       |         |         |
| 131 | Improving the mechanism that allows the various sports agents to clarify regulatory doubts                                                                                                     |         |         |         | ✓       |         |         |
| 132 | Implement an electronic processing platform with restricted access to procedural subjects                                                                                                      |         |         |         |         | ✓       |         |
| 133 | Develop a database of Disciplinary Board case law, integrated with the CAS and administrative court databases, in order to identify and parameterize consistent decision-making criteria       |         |         |         |         | ✓       |         |
| 134 | Implement an progressively exclusive regime for members of the Disciplinary Board                                                                                                              |         |         |         |         | ✓       |         |
| 135 | Promote the regular analysis, revision and harmonization of the Federative Regulations                                                                                                         |         |         |         |         |         | ✓       |

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UEFA



Measure under-way or to be started



Measure completed

## 3.2.

## Raising awareness of the political authorities to the structural reform of the national sports justice system

The sports justice system in Portugal needs greater speed, fairness and accessibility. To this end, the FPF is committed to leading the dialogue with political authorities, defending a structural change that values the specificity of sport and guarantees a more efficient and balanced justice system, including a thorough and targeted reform of the CAS.

| #   | Measure description                                                                                                                                           | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 136 | Promote a wide-ranging debate on the current model of the CAS and its roles, with the aim of speeding up the final nature of disciplinary decisions in sport. |         | ✓       |         |         |         |         |
| 137 | Raise the Government's awareness to the need to reduce the CAS's procedural costs                                                                             |         |         | ✓       |         |         |         |
| 138 | Set up a working group to present legislative proposals to improve the sports justice model, making it faster, fairer and more accessible                     |         |         | ✓       |         |         |         |
| 139 | Monitor and propose measures to revise the legal framework for combating violence, racism, xenophobia and intolerance at sporting events                      |         |         |         | ✓       |         |         |

### Recipients and partners



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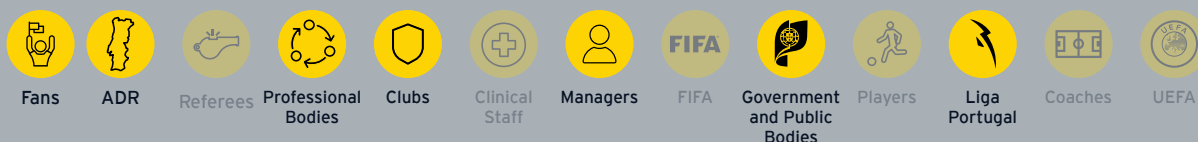
✓ Measure completed

## 4.1. Fostering the ecosystem financial sustainability

The development model for Portuguese Football is based on a solid financial foundation. The FPF works to strengthen the sustainability of its members by facilitating access to EU funds, favorable regulatory reviews, financial control mechanisms and support for competitiveness, always in a transparent manner.

| #   | MEASURE DESCRIPTION                                                                                                                                                                                                                            | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 140 | In collaboration with the FPF's members, create a financial support strategy for clubs, focused on priority areas of activity, such as insurance, registrations and facilities costs                                                           |         | ✓       |         |         |         |         |
| 141 | Update the funding allocated and distributed by the FPF to the ADR for organizing Inter-Association Tournaments (IATs) and for each athlete competing in FPF events, in order to promote the competitiveness and exposure of these tournaments |         | ✓       |         |         |         |         |
| 142 | Promote the revision of the funding model for Portuguese Football by setting up a dedicated taskforce                                                                                                                                          |         | ✓       |         |         |         |         |
| 143 | Revisit and analyze the support model for issuing Managers' cards                                                                                                                                                                              |         |         | ✓       |         |         |         |
| 144 | Support FPF members in identifying and applying for EU and IPDJ funds                                                                                                                                                                          |         |         |         | ✓       |         |         |
| 145 | Enhance the FPF's support and contributions to ADR and Professional Bodies, creating a transparent and balanced annual budget                                                                                                                  |         |         |         | ✓       |         |         |
| 146 | Create financial sustainability control mechanisms and models to be made available to football, futsal and beach football clubs                                                                                                                |         |         |         | ✓       |         |         |
| 147 | Evaluate the possibility of standardizing and reducing the cost of entering teams in district competitions, according to the number of athletes, per age group                                                                                 |         |         |         | ✓       |         |         |
| 148 | Evaluate with the Government the introduction of the sale of low-alcohol drinks inside sporting venues                                                                                                                                         |         |         |         |         | ✓       |         |
| 149 | Take steps with the IPDJ/Secretariat of State for Sport to review the amount allocated by the annual Sports Development Program Contract                                                                                                       |         |         |         |         | ✓       |         |
| 150 | Propose the implementation of targets and management indicators in the program contracts between the FPF and ordinary members                                                                                                                  |         |         |         |         | ✓       |         |
| 151 | Boost fan attendance at local matches through global campaigns, bringing clubs and the community closer                                                                                                                                        |         |         |         |         |         | ✓       |

### Recipients and partners



✓ Measure under-way or to be started    ✓ Measure completed

## 4.2. Reducing context costs

The tax burden and insurance continue to penalize the competitiveness of Portuguese Football. The FPF takes an active role in dialogue with the political authorities, advocating a review of the Insurance Law and the tax framework (VAT, Personal Income Tax and Corporate Income Tax), promoting more favorable conditions for the sustainable growth of the sector.

| #   | Measure description                                                                                                                                                                                    | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 152 | Promote and follow-up the revision of the VAT tax regime in terms of reducing the rate applied to ticket sales and the possibility of deduction in certain items                                       |         |         | ✓       |         |         |         |
| 153 | Utilize the FPF's political leverage to complete the Insurance Law reforming process                                                                                                                   |         |         |         | ✓       |         |         |
| 154 | Promote centralized Insurance negotiations, in conjunction with the FPF, Liga Portugal and the Portuguese Insurance Association                                                                        |         |         |         | ✓       |         |         |
| 155 | Promote and monitor the revision of the Personal Income and Corporate Income Tax Regime, with the aim of reducing the respective rates in order to increase the competitiveness of Portuguese Football |         |         |         |         |         | ✓       |

### Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



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Liga  
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Coaches



UEFA

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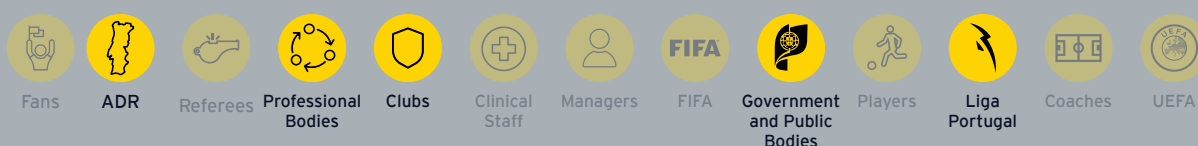
✓ Measure completed

### 4.3. Guaranteeing infrastructures in suitable conditions for sports practice

The quality of the infrastructure is essential for the future of Football in Portugal. The FPF intends to lead this transformation, striving to identify existing needs, support ADR and encourage infrastructure upgrading, modernization and creation throughout the country – ensuring equal opportunities for all regions.

| #   | Measure description                                                                                                                                                                                | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 156 | Reinforce or create an infrastructure support fund for ordinary members of the FPF and clubs, promoting sustainable and environmentally responsible investments wherever possible                  |         | ✓       |         |         |         |         |
| 157 | Create an Infrastructure Fund to improve clubs' sports facilities, in the run-up to the Centralization of Audiovisual Rights                                                                       |         | ✓       |         |         |         |         |
| 158 | Review the National Stadium development plan with the competent bodies and federations involved                                                                                                    |         |         | ✓       |         |         |         |
| 159 | Identify all sports venues in national competitions with synthetic turf that need to have the infill replaced, given the European standards in force                                               |         |         |         | ✓       |         |         |
| 160 | Create a National Football Sports Charter based on the registration of the Technical Councils of the ADR and the FPF, using a dedicated IT tool                                                    |         |         |         | ✓       |         |         |
| 161 | Create, in close collaboration with local authorities and in liaison with IPDJ and ADR, a specific program for the rehabilitation and modernization of club infrastructures                        |         |         |         | ✓       |         |         |
| 162 | Developing the 'One Association, One Academy' program                                                                                                                                              |         |         |         | ✓       |         |         |
| 163 | Leverage 'Infraestrutura 360' to create the FPF Playground marketplace for booking pitches, managing amateur tournaments and related services (e.g., equipment), with a revenue-sharing model      |         |         |         |         | ✓       |         |
| 164 | Create 3D digital replicas of the main stadiums for intelligent management, simulations and immersive experiences                                                                                  |         |         |         |         | ✓       |         |
| 165 | Promote public awareness campaigns that highlight the importance of sport and encourage investment in the renovation and improvement of sports infrastructures throughout the country              |         |         |         |         | ✓       |         |
| 166 | Create, in close collaboration with local authorities and private organizations, a national plan to develop football/futsal pitches throughout the country                                         |         |         |         |         | ✓       |         |
| 167 | Collaborate with the competent bodies to provide schools with complementary equipment to support the practice of football, promoting the rehabilitation and improvement of their sports facilities |         |         |         |         |         | ✓       |
| 168 | Establish partnerships with environmental organizations to develop sustainable infrastructure in the Football community                                                                            |         |         |         |         |         | ✓       |

#### Recipients and partners



✓ Measure under-way or to be started    ✓ Measure completed

## 4.4.

## Reformulating the competitive frameworks, guaranteeing spectacle and player protection (1/2)

The FPF is committed to leading a recast of the competitive frameworks, with the aim of making Portuguese Football more attractive, competitive and sustainable. This transformation aims to boost the identity of competitions, protect players from physical overload and ensure the financial sustainability of organizations. The process will be developed in liaison with Liga Portugal, the ADR, clubs and other stakeholders, promoting a more balanced calendar, an effective valorization of training and an increase in competitiveness in all competitions.

| #   | MEASURE DESCRIPTION                                                                                                                                                                                                              | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 169 | Create a Non-Standing Committee responsible for identifying potential improvements to competitive frameworks                                                                                                                     | ✓       |         |         |         |         |         |
| 170 | Evaluate the revision of the Competition Regulations to include the figure of the accredited Sports Masseuse and access to the substitutes' bench                                                                                |         | ✓       |         |         |         |         |
| 171 | Promote discussion on the current League Cup model, in order to respond to the constraints caused by the international calendar                                                                                                  |         | ✓       |         |         |         |         |
| 172 | Redesign the semi-finals of the Portuguese Cup, with the possibility of a one-way semi-final                                                                                                                                     |         | ✓       |         |         |         |         |
| 173 | Propose the later entry into the competition (4th round) of a certain number of the best-placed teams from the I Liga of the previous season, always including the teams qualified for European competitions                     |         | ✓       |         |         |         |         |
| 174 | To study the creation of the National Under-17 Championship, with a limited number of participating teams to be defined                                                                                                          |         |         | ✓       |         |         |         |
| 175 | Study the implementation of the Under-13 and Under-15 Inter-Association Tournament                                                                                                                                               |         |         | ✓       |         |         |         |
| 176 | Create competitive training programs in beach football                                                                                                                                                                           |         |         | ✓       |         |         |         |
| 177 | Promote a beach football club competition up to the Under-19 level, with matches broadcast on Channel 11 or on the FPF's OTT platform                                                                                            |         |         | ✓       |         |         |         |
| 178 | Evaluate the possibility of introducing adjustments to the competitive regulations of the Portuguese Championship, with a view to improving the competition                                                                      |         |         |         | ✓       |         |         |
| 179 | Create, with Liga Portugal, the ADR and other relevant stakeholders, a national strategy for the competitive frameworks at the various levels                                                                                    |         |         |         | ✓       |         |         |
| 180 | Promote discussion on the Supertaça Cândido de Oliveira and the Portuguese Cup competition format, with the possibility of introducing a Final Four                                                                              |         |         |         | ✓       |         |         |
| 181 | When reviewing the protocol between the FPF and Liga Portugal, and in liaison with the RFEF and LaLiga, to consider the creation of an Iberian Super Cup, on a date to be set in the calendar, with internationalization in mind |         |         |         | ✓       |         |         |
| 182 | Reinforce the position of the Revelation League as the last stage of player training, limiting the enrolment of athletes not trained locally and not trained at the club                                                         |         |         |         | ✓       |         |         |
| 183 | Implement a plan to promote beach football, in liaison with the ADR and clubs, promoting the attraction and entry of new clubs                                                                                                   |         |         |         | ✓       |         |         |

✓ Measure under-way or to be started    ✓ Measure completed

## 4.4.

## Reformulating the competitive frameworks, guaranteeing spectacle and player protection (2/2)

| #   | Measure description                                                                                                                                    | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 184 | Adjust the competitive frameworks for beach football in line with the established national strategy, promoting the territorial extension of the sport  |         |         |         | ✓       |         |         |
| 185 | Adjust the futsal competitive frameworks in line with the established national strategy, seeking to reinvigorate them on a stability and growth basis. |         |         |         | ✓       |         |         |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

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Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

## 5.1.

## Reinforcing the FPF's position as the headquarters of Portuguese Football (1/2)

The FPF, as the true headquarters of Portuguese Football, must consolidate its central role as the organization responsible for developing, promoting and enhancing Football in all its aspects. To this end, it wants to ensure a strong and recognizable presence among fans. Among the various measures, the Portugal+ initiative will play a central role by providing an app and an exclusive benefits program for its members. The FPF will digitize audiovisual and documentary archives with artificial intelligence, organize national team matches to ensure their presence in various regions and launch a new Ticket Office with ticket digitization and an accessible sales platform.

| #   | Measure description                                                                                                                                                                                                                     | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 186 | Create a space to support the National eFootball Team in the Football City                                                                                                                                                              |         | ✓       |         |         |         |         |
| 187 | Organize the annual congress of Portuguese Football                                                                                                                                                                                     |         | ✓       |         |         |         |         |
| 188 | Promote reflection on Channel 11's current format in the face of the new broadcasting paradigm                                                                                                                                          |         | ✓       |         |         |         |         |
| 189 | Making the Football City more profitable, namely by renting out the Athletes' Residence and Pitches 1 and 2, creating new sources of income without detriment to the teams' sporting purposes                                           |         | ✓       |         |         |         |         |
| 190 | Create a new vision for Channel 11 that promotes Portuguese Football, putting it at the service of the respective community, in all sports                                                                                              |         | ✓       |         |         |         |         |
| 191 | Build the branding manual for all FPF brands                                                                                                                                                                                            |         |         | ✓       |         |         |         |
| 192 | Launch of the new FPF Ticket Office, including new features such as ticket digitalization, broker with integration with the various stadiums and a sales platform based on best practices in terms of accessibility and user experience |         |         | ✓       |         |         |         |
| 193 | Modernize and launch the new FPF.PT website, with a new information architecture, better performance, accessibility and data integration                                                                                                |         |         | ✓       |         |         |         |
| 194 | Implement anti-counterfeiting software                                                                                                                                                                                                  |         |         | ✓       |         |         |         |
| 195 | Develop and launch the new FPF digital strategy                                                                                                                                                                                         |         |         | ✓       |         |         |         |
| 196 | Continue to organize matches for the youth and women's national teams and inter-association tournaments in the various sports, in different locations throughout Portugal                                                               |         |         | ✓       |         |         |         |
| 197 | Create a communication and digital marketing strategy aligned with the new forms of consumption by fans                                                                                                                                 |         |         |         | ✓       |         |         |
| 198 | Increasing Channel 11's presence on social media                                                                                                                                                                                        |         |         |         | ✓       |         |         |
| 199 | Leverage eFootball streamers to promote Portuguese Football content                                                                                                                                                                     |         |         |         | ✓       |         |         |
| 200 | Establish a strategy of institutional collaboration with the competent authorities (e.g., ASAE, Security Forces, APCVD and Liga Portugal) to combat the black market in ticket sales                                                    |         |         |         | ✓       |         |         |
| 201 | Integrate and digitize the audiovisual and documentary archives of the FPF and Channel 11                                                                                                                                               |         |         |         | ✓       |         |         |
| 202 | Create an exclusive benefits program for fans registered on the Portugal+ app, involving commercial partners that offer exclusive discounts, promotions and benefits, increasing the value for fans                                     |         |         |         |         | ✓       |         |

✓ Measure under-way or to be started    ✓ Measure completed

## 5.1.

## Reinforcing the FPF's position as the headquarters of Portuguese Football (2/2)

| #   | Measure description                                                                                                                                                               | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 203 | Promote the creation of a Football museum, aiming to highlight the history of Portuguese Football and the national teams                                                          |         |         |         |         | ✓       |         |
| 204 | Increase the number of FPF eFootball competitions, bringing them closer to the younger generations                                                                                |         |         |         |         | ✓       |         |
| 205 | Launch the OTT Clube FPF platform, focused on broadcasting nonprofessional and district football, with live broadcasts, on-demand content and a freemium model for sustainability |         |         |         |         | ✓       |         |
| 206 | Create, with the competent bodies and in liaison with ADR, the 'Open the Game' (Abre o Jogo) program for on-line broadcasting of matches and data collection                      |         |         |         |         | ✓       |         |
| 207 | Establish partnerships with technology companies to develop new solutions for engaging with fans                                                                                  |         |         |         |         | ✓       |         |
| 208 | Opening up Channel 11's advertising spaces to brands other than the FPF's partners, diversifying advertising revenues                                                             |         |         |         |         | ✓       |         |
| 209 | Establish a strategy of institutional collaboration with the competent authorities to combat the counterfeiting of FPF-branded products                                           |         |         |         |         | ✓       |         |
| 210 | Continue to establish partnerships with the main national brands                                                                                                                  |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA



Measure under-way or to be started



Measure completed

## 5.2.

## Internationalising the FPF brand and Portuguese Football in strategic markets

To internationalize the FPF brand and Portuguese Football in order to position Portugal as a global benchmark, promoting the identity, values and talent of national Football beyond borders. The FPF will develop an integrated internationalization strategy that combines various initiatives related to innovation, rebranding and global strategic partnerships, ensuring that Portuguese Football is recognized as a cultural and sporting flagship of Portugal around the world.

| #   | Measure description                                                                                                                                                                                                                                            | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 211 | Establish and expand international strategic licensing agreements for the FPF brand                                                                                                                                                                            |         | ✓       |         |         |         |         |
| 212 | Launch of the international OTT subscription Channel 11, which allows users to watch live and deferred content according to their location                                                                                                                     |         | ✓       |         |         |         |         |
| 213 | Boosting the 'Ambassadors Program,' with the aim of promoting the Portugal brand through leading figures in Portuguese Football throughout the country                                                                                                         |         | ✓       |         |         |         |         |
| 214 | Create Portugal Store's digital strategy                                                                                                                                                                                                                       |         |         | ✓       |         |         |         |
| 215 | Promote the presence of iconic pieces and moments from national teams in international museums                                                                                                                                                                 |         |         | ✓       |         |         |         |
| 216 | Negotiate a naming sponsor for all competitions organized by the FPF                                                                                                                                                                                           |         |         | ✓       |         |         |         |
| 217 | Repositioning the brands of the FPF universe, through rebranding, so that they take on Portugal more strongly                                                                                                                                                  |         |         | ✓       |         |         |         |
| 218 | Create partnerships with major global brands that support the FPF and Portuguese Football in its internationalization                                                                                                                                          |         |         | ✓       |         |         |         |
| 219 | Carry out a market study on the strength of the Portugal brand, which will serve as the basis for the FPF's internationalization strategy                                                                                                                      |         |         |         | ✓       |         |         |
| 220 | Create an internationalization strategy, together with the Government, embassies and other stakeholders, making Football one of Portugal's main banners in the world                                                                                           |         |         |         | ✓       |         |         |
| 221 | Creating national and international Legends tournaments and matches                                                                                                                                                                                            |         |         |         | ✓       |         |         |
| 222 | Organize tourism promotion campaigns around national teams and Portuguese football in collaboration with other relevant stakeholders (e.g., Turismo de Portugal, Liga Portugal)                                                                                |         |         |         | ✓       |         |         |
| 223 | Organize bids for international eFootball competitions                                                                                                                                                                                                         |         |         |         |         | ✓       |         |
| 224 | Set up Portugal Store flagship shops in Portugal and abroad                                                                                                                                                                                                    |         |         |         |         | ✓       |         |
| 225 | Create the FPF Experience brand, a concept that involves different spaces that can boost the Portugal brand nationally and internationally, centered on physical and digital experiences (including the Museum, Portugal Store and other entertainment spaces) |         |         |         |         |         | ✓       |
| 226 | Develop staff exchange programs with other federations                                                                                                                                                                                                         |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

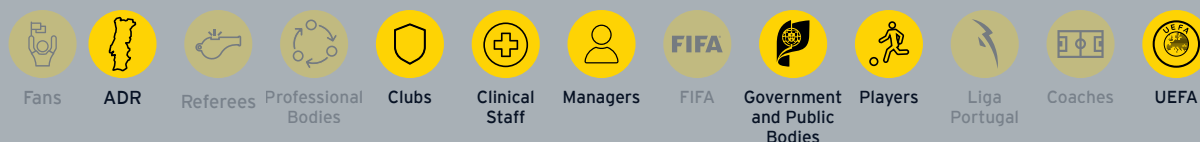
✓ Measure under-way or to be started    ✓ Measure completed

## 6.1. Position the FPF as a benchmark in sports education

The FPF aims to establish itself as an international benchmark in the field of sports education, actively contributing to the training of all actors in the national ecosystem, including post-career, and committing with new contexts of international projection. The modernization and internationalization of the FPF Academy will help widen access to excellence training, promoting more up-to-date knowledge and best practices. With the future creation of the Football University, the FPF will take a decisive step towards consolidating its educational mission and projecting Portuguese Football.

| #   | Measure description                                                                                                                                                                                          | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 227 | Organize the UEFA Medical Education Program, a UEFA course for team doctors, as part of UEFA HatTrick                                                                                                        | ✓       |         |         |         |         |         |
| 228 | Create the first degree in Football Organization and Management                                                                                                                                              |         |         |         | ✓       |         |         |
| 229 | Extend the FPF Academy offer to the FPF Porto center                                                                                                                                                         |         |         |         | ✓       |         |         |
| 230 | Consolidate and expand scientific research applied to Football                                                                                                                                               |         |         |         | ✓       |         |         |
| 231 | Create an FPF Academy e-learning platform, internationalizing the training offer                                                                                                                             |         |         |         |         | ✓       |         |
| 232 | Develop a scholarship program within the FPF Academy for doctoral and master's students                                                                                                                      |         |         |         |         | ✓       |         |
| 233 | Propose to the responsible bodies a tax and social equalization scheme for players up to the age of 23 without a university degree, in collaboration with the Players' Union                                 |         |         |         |         | ✓       |         |
| 234 | Submit an official proposal to the Government to reinstate the fast-track system for Footballers, guaranteeing a review of social support, duly framed with the Pension Fund in charge of the Players' Union |         |         |         |         | ✓       |         |

### Recipients and partners



✓ Measure under-way or to be started

✓ Measure completed

## 6.2. Leading knowledge, innovation and technological development in sport

The FPF aims to be a national and international benchmark in the production and dissemination of knowledge and research, without losing sight of the importance of understanding the national reality of Football in depth. On the one hand, more comprehensive and credible data will be collected on national Football, with the aim of deepening understanding of Portuguese Football; on the other, events and spaces will be organized to promote knowledge creation and sharing, fostering an innovation environment and continuous development in the sector.

| #   | Measure description                                                                                                                                                                                                                      | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 235 | Create the Portuguese Football Yearbook                                                                                                                                                                                                  |         | ✓       |         |         |         |         |
| 236 | Organize the Portugal Football Summit, the world's leading corporate Football event                                                                                                                                                      |         | ✓       |         |         |         |         |
| 237 | Establish the priority topics to be analyzed by Portugal Football Observatory each year, enabling structured planning of the publication calendar, the types of studies to be carried out and the strategic partnerships to be developed |         |         | ✓       |         |         |         |
| 238 | Reinforce the organization of data analysis marathons through the Portugal Football Observatory and in collaboration with students from renowned universities                                                                            |         |         | ✓       |         |         |         |
| 239 | Carry out studies in partnership between the FPF's Portugal Football Observatory and renowned study centers                                                                                                                              |         |         |         | ✓       |         |         |
| 240 | Organizing the Sport Integrity Week, in collaboration with UEFA, the International Olympic Committee and other bodies                                                                                                                    |         |         |         | ✓       |         |         |
| 241 | Implement mechanisms for resources and knowledge-sharing, namely data on athletes' sporting performance in training and competitions                                                                                                     |         |         |         | ✓       |         |         |
| 242 | Hold an annual congress entirely dedicated to issues related to the activity of practitioners, in co-organization with the Players' Union                                                                                                |         |         |         |         | ✓       |         |
| 243 | Create an FPF innovation hub to promote the creation of start-up companies in the Football industry                                                                                                                                      |         |         |         |         | ✓       |         |
| 244 | Create a marketplace of APIs for Portuguese Football data, fostering innovation and new business models                                                                                                                                  |         |         |         |         | ✓       |         |
| 245 | Create a platform to market Portuguese Football data and insights for the media, betting and research                                                                                                                                    |         |         |         |         | ✓       |         |
| 246 | Apply Artificial Intelligence at the service of national teams, sport and the Football community                                                                                                                                         |         |         |         |         |         | ✓       |
| 247 | Consolidate Portugal Football Observatory as a benchmark in data analytics in Sports in Portugal, by making data and analyses publicly available                                                                                         |         |         |         |         |         | ✓       |
| 248 | Develop specialized programs in the area of sustainability in Football at the FPF's innovation hub                                                                                                                                       |         |         |         |         |         | ✓       |
| 249 | Create the Arbitration Sector Studies and Development Office                                                                                                                                                                             |         |         |         |         |         | ✓       |
| 250 | Updating and reactivating the Sports Satellite Account, in collaboration with IPDJ and INE, to quantify the impact of sport on the national economy                                                                                      |         |         |         |         |         | ✓       |
| 251 | Developing a Football Satellite Account, a statistical tool to quantify the value of Football in the national economic context                                                                                                           |         |         |         |         |         | ✓       |

### Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government and  
Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

## 7.1.

## Making the organisation of the 2030 World Cup an international benchmark that projects Portugal around the world

The FPF aims to raise the standards of organizational capacity and excellence in the planning of sporting events in order to make the organization of the 2030 World Cup a global benchmark. The FPF is committed to leading the organization of a high-profile event, with the active participation of various stakeholders, including the other organizing federations, through committees and planning commissions.

| #   | Measure description                                                                                                                                                                                 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 252 | Create a national campaign in the Football community to promote the 2030 World Cup                                                                                                                  |         |         |         | ✓       |         |         |
| 253 | Within the framework of the 2030 World Cup, create structures for coordination and shared planning between the FPF, ADR, Professional Bodies and clubs, reinforcing Football's development strategy |         |         |         | ✓       |         |         |
| 254 | Organize bids for international senior and youth Football competitions, leveraging preparation for the 2030 World Cup                                                                               |         |         |         | ✓       |         |         |
| 255 | Carry out a study to assess the economic and social impacts of organizing the 2030 World Cup                                                                                                        |         |         |         |         | ✓       |         |

### Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA



Measure under-way or to be started



Measure completed

## 7.2.

## Organising a 2030 World Cup committed to environmental, social and governance sustainability

The FPF is committed to organizing a responsible World Cup, prioritizing environmental, social and governance sustainability, committing itself to the transparency of the event. A comprehensive Sustainability Plan will be developed, including clear goals, targets and indicators, drawn up in parallel with rigorous environmental impact studies, in order to ensure effective and continuous control of the process. At the same time, a robust transparency policy will be implemented, which will guarantee broad visibility and access to relevant information on the activities and operations related to the organization of the event, strengthening the trust and engagement of all stakeholders.

| #   | Measure description                                                                                                                            | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 256 | Develop campaigns with ADR to raise awareness among local communities and young people to take an active role for a sustainable 2030 World Cup |         |         |         | ✓       |         |         |
| 257 | Ensure a transparency policy, detailing the operations linked to the organization of the 2030 World Cup                                        |         |         |         |         | ✓       |         |
| 258 | Promote the use of renewable energy in all 2030 World Cup infrastructures and operations, contributing to carbon neutrality                    |         |         |         |         | ✓       |         |
| 259 | Create partnerships with national companies to plan and position the 2030 World Cup as a sustainable event                                     |         |         |         |         | ✓       |         |
| 260 | Create the 'A sustainable 2030 World Cup,' a sustainability plan for the 2030 World Cup, in cooperation with partner federations               |         |         |         |         | ✓       |         |
| 261 | Carry out a study to assess the environmental impacts of the 2030 World Cup                                                                    |         |         |         |         | ✓       |         |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

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and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

## 7.3.

## Capitalising on the 2030 World Cup as a driving force for infrastructure development, an innovation platform and staff capacity-building

The 2030 World Cup represents an opportunity to meet the infrastructural needs of grassroots Football in Portugal, as well as to position the FPF as a benchmark in innovation and technology and to empower the staff involved in the event. In line with the National Sport Infrastructures Plan, the FPF will develop an infrastructure strategy for the 2030 World Cup. Advanced technological solutions will also be integrated to promote interaction with fans, offering a unique and memorable experience.

| #   | MEASURE DESCRIPTION                                                                                                                                                                                                    | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 262 | Establish constant official communication channels with internal and external organizations (e.g., ANA, Lisbon and Porto metros, Carris, CP), as well as with the other federations responsible for the 2030 World Cup |         |         | ✓       |         |         |         |
| 263 | Create a training strategy for the staff involved in organizing the 2030 World Cup, with a view to their subsequent integration into the Portuguese Football ecosystem                                                 |         |         |         | ✓       |         |         |
| 264 | Implement a gamification system to encourage ticket purchase and fan interaction with the 2030 World Cup                                                                                                               |         |         |         |         | ✓       |         |
| 265 | Develop a fan zone, providing greater immersion and engagement from the audience                                                                                                                                       |         |         |         |         | ✓       |         |
| 266 | Explore new ways of broadcasting and watching matches, using immersive technologies and innovative digital solutions                                                                                                   |         |         |         |         | ✓       |         |
| 267 | Collaborate with FIFA and the federations to develop the official 2030 World Cup apps                                                                                                                                  |         |         |         |         | ✓       |         |
| 268 | Prioritize areas that could benefit from the investment to be made in preparation for the 2030 World Cup, namely training centers and other infrastructures                                                            |         |         |         |         | ✓       |         |
| 269 | Create an infrastructure development strategy (including mobility) for the 2030 World Cup together with the Government                                                                                                 |         |         |         |         | ✓       |         |
| 270 | Carry out a study to analyze the long-term economic, social and sporting impacts of organizing the 2030 World Cup                                                                                                      |         |         |         |         | ✓       |         |

### Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA



Measure under-way or to be started



Measure completed

## 8.1.

## Attracting and developing talent up to the elite, from players to coaching staff (1/2)

Valuing and retaining talent in Portuguese Football requires a systemic and integrated approach that starts at grassroots level, with early detection, and extends to the elite levels, including all actors in the game. In this sense, the FPF highlights the importance of the National Technical Directorate, establishing it as the central structure for technical coordination and monitoring talent throughout the country. In addition, the continuous training program for coaches will be expanded by increasing the number of courses on offer, so as to ensure that these professionals are constantly updated, develop new technical skills and incorporate new methodologies in line with best national and international practices.

| #   | MEASURE DESCRIPTION                                                                                                                                                                                                                                                    | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 271 | Dialogue with UEFA to organize two UEFA PRO courses per season                                                                                                                                                                                                         | ✓       |         |         |         |         |         |
| 272 | Define a strategy of institutional cooperation to ensure solutions for coaches who work in regions that are not covered by UEFA rules, in order to avoid them being penalized in continuing training courses                                                           | ✓       |         |         |         |         |         |
| 273 | Increase the number of coaching courses, particularly at UEFA A level, in different sports and with different scheduling                                                                                                                                               |         | ✓       |         |         |         |         |
| 274 | Strengthen the structure of the National Technical Directorate in order to boost talent in the national teams and support ADR                                                                                                                                          |         | ✓       |         |         |         |         |
| 275 | Give the National Technical Director responsibility for developing specific training for regional technical coordinators                                                                                                                                               |         | ✓       |         |         |         |         |
| 276 | Encourage effective liaison between the National Technical Director and the regional technical coordinators                                                                                                                                                            |         | ✓       |         |         |         |         |
| 277 | Create a conduct handbook for National Team staff members, in order to clarify the role of each sports agent                                                                                                                                                           |         | ✓       |         |         |         |         |
| 278 | Allow athletes at lower levels of training to play football and futsal at different clubs, if there aren't both sports at the same club                                                                                                                                |         | ✓       |         |         |         |         |
| 279 | Articulate with the IPDJ the possibility of creating a UEFA course with B+A levels, aimed at players who have remained in the high-performance system for at least eight years                                                                                         |         | ✓       |         |         |         |         |
| 280 | Standardize training programs between ADR, particularly in UEFA C / UEFA B coaching courses                                                                                                                                                                            |         | ✓       |         |         |         |         |
| 281 | Review the Regulations for Coaching Courses, particularly Level III and IV, with regard to the relationship between demand from Coaches and the FPF's offer, the number of courses held and the amount of money to be paid for each trainee, within the UEFA framework |         | ✓       |         |         |         |         |
| 282 | Create the 'Gene Luso' plan: spotting Portuguese-descendant talent that could represent the national teams                                                                                                                                                             |         | ✓       |         |         |         |         |
| 283 | Launch a survey of clubs to analyze the growth potential of youth football in Portugal                                                                                                                                                                                 |         | ✓       |         |         |         |         |
| 284 | Modernize and publicize the Player Development Stages program among FPF members, linking it to the vision created for the national Football and the 'Elite Talent' program                                                                                             |         |         | ✓       |         |         |         |
| 285 | Create direct communication channels with recurring situation reports between the coaching staffs of the various teams and clubs                                                                                                                                       |         |         | ✓       |         |         |         |
| 286 | Create a prize for the best student-athlete, to be awarded at the 'Quinas de Ouro' gala, based on a national level ranking, in liaison with ADR and the High Performance Support Units at School                                                                       |         |         | ✓       |         |         |         |
| 287 | Study ways to improve Super Quinas                                                                                                                                                                                                                                     |         |         | ✓       |         |         |         |



Measure under-way or to be started



Measure completed

## 8.1.

## Attracting and developing talent up to the elite, from players to coaching staff (2/2)

| #   | MEASURE DESCRIPTION                                                                                                                                                                                                                                   | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 288 | Reposition the Lopes da Silva Tournament as a fundamental instrument for identifying and developing talent                                                                                                                                            |         |         | ✓       |         |         |         |
| 289 | Develop mechanisms to promote the democratization of sport practice for children and young people                                                                                                                                                     |         |         | ✓       |         |         |         |
| 290 | Create a national plan to involve and educate parents and guardians, promoting clear guidelines and good behavioral practices in the context of youth Football                                                                                        |         |         | ✓       |         |         |         |
| 291 | Set up a pool of in-house trainers, particularly coaches, capable of meeting the local needs and ensuring the harmonization of the training process                                                                                                   |         |         |         | ✓       |         |         |
| 292 | Develop and implement a plan that allows Football in the Portuguese-speaking area to grow, with the aim of strengthening cooperation between Portuguese-speaking countries                                                                            |         |         |         | ✓       |         |         |
| 293 | Create the 'Elite Talent' program, specialized in monitoring and development of talent identified from an early age in ADR                                                                                                                            |         |         |         | ✓       |         |         |
| 294 | Establish channels with the Ministry of Education to streamline communication between the technical coordinators of ADR and School Sports, assessing the potential need to create the figure of a specialized technical coordinator in School Sports. |         |         |         | ✓       |         |         |
| 295 | In liaison with ADR, evaluate the implementation of support and training programs for local clubs, particularly in the areas of Nutrition and Psychology                                                                                              |         |         |         | ✓       |         |         |
| 296 | Invest in the training area of the FPF Academy, providing it with the infrastructure to scale up the quality and quantity of coaching courses held                                                                                                    |         |         |         |         | ✓       |         |
| 297 | Create favorable conditions for enrolment in coaching courses in regions with low population density                                                                                                                                                  |         |         |         |         | ✓       |         |
| 298 | Strengthen communication between physical education teachers and club coaches                                                                                                                                                                         |         |         |         |         | ✓       |         |
| 299 | Promote discussions with the Ministry of Education about including Football in School Sports, bringing schools and clubs closer together                                                                                                              |         |         |         |         | ✓       |         |
| 300 | Increase the presence of local clubs in the 'Super Quinas' program, enhancing the base for detecting and recruiting talent                                                                                                                            |         |         |         |         | ✓       |         |
| 301 | Expand 'Super Quinas' to school holidays                                                                                                                                                                                                              |         |         |         |         | ✓       |         |
| 302 | Establish partnerships with technology companies (e.g., wearables) to develop data analytics solutions to improve sports performance                                                                                                                  |         |         |         |         | ✓       |         |
| 303 | Create an integrated digital scouting system with AI for early identification of talent, tracking progress from training to professional and personalized recommendations                                                                             |         |         |         |         | ✓       |         |
| 304 | Create exclusive benefits in Portugal+ for Football players, both in the competitive and recreational and leisure segments, making it attractive to join the FPF                                                                                      |         |         |         |         |         | ✓       |
| 305 | Strengthen the relationship between schools and local clubs and local authorities through joint campaigns and events                                                                                                                                  |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government and  
Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

## 8.2. Boosting beach football and futsal development

Beach football and futsal are strategic sports for the global affirmation of Portuguese Football, representing areas with high potential for sporting, educational and competitive growth. In this context, a national strategy is needed for each of the sports, supported by bids for international competitions at the different levels, the creation of inter-school tournaments and support for the conversion of schools into federated clubs, enhancing the competitive positioning of the sports.

| #   | Measure description                                                                                                                                                 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 306 | Create a national strategy for beach football, in order to achieve and keep the number one position in the Beach Soccer Worldwide ranking in the long term          |         |         |         | ✓       |         |         |
| 307 | Promote discussions in the advisory body regarding the creation of new levels of men's and women's national teams in beach football                                 |         |         |         | ✓       |         |         |
| 308 | Create a Beach Football pitch in the Football City                                                                                                                  |         |         |         | ✓       |         |         |
| 309 | Create a national strategy for futsal, in order to achieve and keep the number one position in the UEFA ranking for men's and women's futsal in the long term       |         |         |         | ✓       |         |         |
| 310 | Organize an annual inter-school futsal tournament by ADR (with the age groups to be defined), with the finals to be played in the Football City                     |         |         |         | ✓       |         |         |
| 311 | Evaluate the extension of the certification process for training providers to beach football                                                                        |         |         |         |         | ✓       |         |
| 312 | Extend the licensing process to beach football                                                                                                                      |         |         |         |         | ✓       |         |
| 313 | Creating youth competitions for district associations along the lines of the Lopes da Silva Tournament for beach football                                           |         |         |         |         | ✓       |         |
| 314 | Articulate with the competent authorities a strategy for schools and universities to become registered futsal and beach football clubs                              |         |         |         |         | ✓       |         |
| 315 | Create a strategy to establish beach football as an Olympic Sport, together with other renowned federations in the sport and the Portuguese Olympic Committee (COP) |         |         |         |         | ✓       |         |
| 316 | Create a strategy to establish futsal as an Olympic Sport, together with other renowned federations in the sport and the Portuguese Olympic Committee (COP)         |         |         |         |         | ✓       |         |
| 317 | Organize bids for international senior and youth futsal competitions                                                                                                |         |         |         |         |         | ✓       |
| 318 | Organize bids for international beach football competitions                                                                                                         |         |         |         |         |         | ✓       |

### Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

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Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

✓ Measure completed

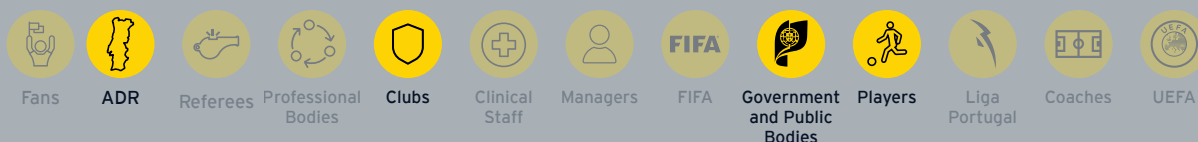
## 8.3.

## Encouraging the practice of Walking Football, recreational football and adapted football

Promoting Football as an accessible and inclusive sport requires broadening its offer. In this context, Walking Football, recreational football and adapted football play a fundamental role in promoting health, well-being, social integration and inclusion, especially among older people or those who are not involved in regular sports practice. In this context, ADR play a key role in structuring and connecting non-competitive football, for example through protocols with organizers of recreational competitions.

| #   | Measure description                                                                                                                                             | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 319 | Structure Walking Football into two strands – recreational and competitive – in order to guarantee the inclusion of all stakeholders, regardless of their goals |         | ✓       |         |         |         |         |
| 320 | Implement the national project 'Jogam Todos' (Everyone Plays) in liaison with ADR, for the development and promotion of grassroots Football                     |         | ✓       |         |         |         |         |
| 321 | Establish a set of annual goals for ADR in the development of Walking Football                                                                                  |         |         | ✓       |         |         |         |
| 322 | Create a sports offer in the area of recreation and leisure in the ADR                                                                                          |         |         | ✓       |         |         |         |
| 323 | Establish new protocols between the FPF, ADR and the organizers of recreational competitions                                                                    |         |         | ✓       |         |         |         |
| 324 | Register players belonging to clubs enrolled in recreational football competitions organized by organizers with protocols with the FPF and the respective ADR   |         |         | ✓       |         |         |         |
| 325 | Review the FPF's global contribution to Walking Football sports insurance                                                                                       |         |         | ✓       |         |         |         |
| 326 | Create football, futsal and beach football competitions/tournaments for people with mental and motor disabilities (e.g., Inclusion League)                      |         |         |         | ✓       |         |         |
| 327 | Define the competitive frameworks of Walking Football                                                                                                           |         |         |         | ✓       |         |         |
| 328 | Closer links with the INATEL championships                                                                                                                      |         |         |         | ✓       |         |         |
| 329 | Increase the exposure of Walking Football in society as a tool to combat social exclusion of the elderly                                                        |         |         |         |         | ✓       |         |
| 330 | Create the 'Play in the Street' (Joga na Rua) campaign, aimed at adapting urban and leisure spaces for informal football and futsal practice.                   |         |         |         |         | ✓       |         |

## Recipients and partners



✓ Measure under-way or to be started

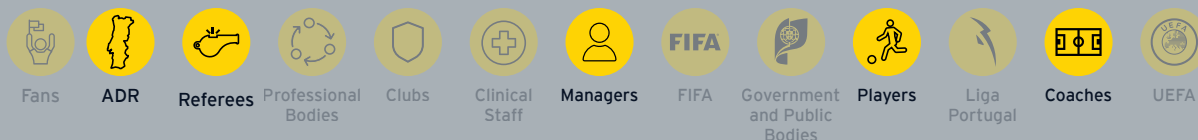
✓ Measure completed

## 9.1. Boosting women integration into the Football ecosystem

Boosting the integration of women is a strategic priority to ensure a truly inclusive, representative and sustainable development of Football. Promoting equal opportunities in access to training, leadership and decision-making structures is essential if Football is to reflect the diversity of society. The FPF is committed to supporting the career paths of women in all areas, while at the same time promoting a closer relationship with the female public, strengthening their connection to the game as fans, practitioners, professionals and leaders.

| #   | Measure description                                                                                                                         | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 331 | Ensure more training places for women coaches                                                                                               |         |         | ✓       |         |         |         |
| 332 | Create campaigns to promote the active participation of women in all areas of the football industry, from the pitch to management positions |         |         |         | ✓       |         |         |
| 333 | Promote greater gender balance in the FPF's governance model                                                                                |         |         |         |         |         | ✓       |
| 334 | Promote greater diversity in the refereeing profession, with campaigns to attract and retain female referees                                |         |         |         |         |         | ✓       |

### Recipients and partners



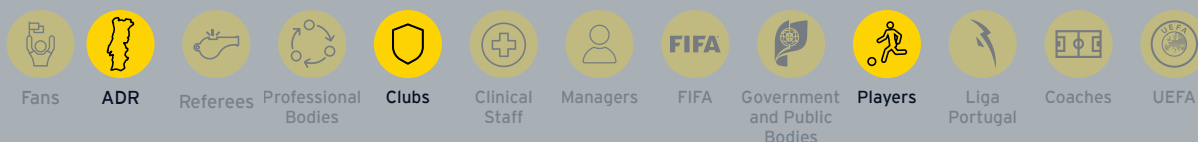
✓ Measure under-way or to be started    ✓ Measure completed

## 9.2. Increasing the number of practitioners, teams and clubs

The sustainability and competitiveness of women's Football, both now and in the future, depends on increasing the number of female players, teams and clubs. Measures such as the gradual introduction of training levels in women's first and second league clubs, and a fairer distribution of infrastructures between genders, will create real conditions to attract more athletes, mobilize investment from clubs and enhance the quality and ambition of women's Football in Portugal.

| #   | Measure description                                                                                                                         | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 335 | Develop the women's version of the Lopes da Silva Tournament (under-14)                                                                     |         |         | ✓       |         |         |         |
| 336 | Promote awareness-raising activities to achieve a more balanced distribution of infrastructure between the men's and women's Football teams |         |         | ✓       |         |         |         |
| 337 | Encourage inter-regional tournaments to promote women's football                                                                            |         |         |         | ✓       |         |         |
| 338 | Gradually making it compulsory for clubs in the women's first and second leagues to have women's football training levels                   |         |         |         |         | ✓       |         |

### Recipients and partners



✓ Measure under-way or to be started

✓ Measure completed

## 9.3.

## Promoting the professionalisation and value of women's football

The professionalization of women's Football is a decisive step towards ensuring its sustainable development and establishing it as a pillar of the Portuguese Football landscape. The FPF is committed to developing and implementing a comprehensive national strategy for women's Football. The competitive frameworks of senior competitions will be reassessed with a view to optimizing formats, calendars and levels of competitiveness, ensuring greater balance and attractiveness. In addition, the FPF will endeavor to boost the commercial strength of clubs, supporting initiatives to attract sponsorship, strategic partnerships and increased media visibility, contributing to the financial sustainability and brand enhancement of women's Football in the country.

| #   | Measure description                                                                                                                              | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 339 | Include specific curricular units on women's football in the FPF Academy's coaching courses                                                      |         | ✓       |         |         |         |         |
| 340 | Create the Women's Football Department focused entirely on the internal consolidation of the sport                                               |         | ✓       |         |         |         |         |
| 341 | Create a national strategy for women's football, aimed at promoting the development of the sport                                                 |         | ✓       |         |         |         |         |
| 342 | Create mechanisms for the contractual protection of football players and coaches in maternity situations, following international best practices |         |         |         | ✓       |         |         |
| 343 | Evaluate the creation of a financial solidarity mechanism for clubs promoted from the second division to the BPI League                          |         |         |         | ✓       |         |         |
| 344 | Set a communication strategy for the BPI League's social media, making them more active and dynamic                                              |         |         |         | ✓       |         |         |
| 345 | Support clubs in finding attractive sponsors for women's football                                                                                |         |         |         |         | ✓       |         |
| 346 | Re-evaluate the competitive framework of senior women's football competitions                                                                    |         |         |         |         | ✓       |         |
| 347 | Organize bids for international competitions in senior women's and youth football                                                                |         |         |         |         |         | ✓       |
| 348 | Promote a system for distributing the amount of sports betting on women's football in a balanced way between clubs                               |         |         |         |         |         | ✓       |

## Recipients and partners



Fans



ADR



Referees

Professional  
Bodies

Clubs

Clinical  
Staff

Managers



FIFA

Government  
and Public  
Bodies

Players

Liga  
Portugal

Coaches



UEFA

✓ Measure under-way or to be started

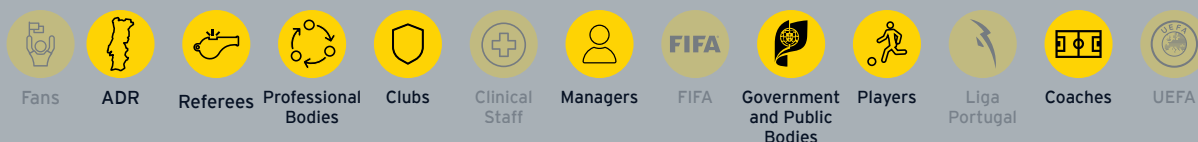
✓ Measure completed

## 10.1. Contributing to social inclusion and cohesion, namely through the FPF Foundation

The FPF reinforces its commitment to putting Football at the service of the people, promoting equal opportunities, solidarity and valuing the social role of the various sports throughout the country. The FPF, mainly through the FPF Foundation, will promote an integrated set of measures for educational and professional reintegration, social support, inclusion of people with disabilities, promotion of mental health, combating risky behavior and valuing ethical values, putting Football at the service of social cohesion and human dignity.

| #   | Measure description                                                                                                                                                                                                             | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 349 | Create the 'Clube Valores de Ouro' (Golden Values Club) award, based on criteria such as social character and respect for the values of the FPF, honored at the 'Quinas de Ouro' gala.                                          |         |         | ✓       |         |         |         |
| 350 | Create the 'Bola de Honra' (Ball of Honour) award, which honors the Fair-Play attitude of the year in youth Football, a distinction awarded at the 'Quinas de Ouro' gala.                                                       |         |         | ✓       |         |         |         |
| 351 | Create a strategy to promote Football as a central actors in the fight against discrimination                                                                                                                                   |         |         | ✓       |         |         |         |
| 352 | Develop, in collaboration with ADR, campaigns to donate sports equipment to institutions, clubs and schools in need, in order to encourage the practice of sport                                                                |         |         |         | ✓       |         |         |
| 353 | Develop partnerships with ADR, local authorities and clubs with institutions that promote Football as a vehicle for social inclusion                                                                                            |         |         |         | ✓       |         |         |
| 354 | Create a Football Ambassadors campaign, with talks in school groups aimed at promoting the values of the sport and sportsmanship                                                                                                |         |         |         | ✓       |         |         |
| 355 | Create campaigns to promote physical activity and combat obesity, in liaison with the Ministries of Health, Education, other federations and local authorities                                                                  |         |         |         | ✓       |         |         |
| 356 | Make the FPF Academy's training offer inclusive for people with disabilities                                                                                                                                                    |         |         |         | ✓       |         |         |
| 357 | Implement the 'STOP ADDICTION' program, confidential in nature, managed by an independent entity, to monitor sports agents seeking support for addiction to gambling and sports betting                                         |         |         |         | ✓       |         |         |
| 358 | Create a program for the inclusion of people with disabilities in the Football industry                                                                                                                                         |         |         |         |         | ✓       |         |
| 359 | Strengthen, in partnership with Professional Bodies, in particular the Players' Union, the mechanisms for social support in vulnerable situations for athletes, former athletes and other sports agents                         |         |         |         |         | ✓       |         |
| 360 | Create a strategy to promote mental health in the Football ecosystem that includes training, the production of educational material and liaising with members to implement or improve the provision of psychological assistance |         |         |         |         | ✓       |         |

### Recipients and partners



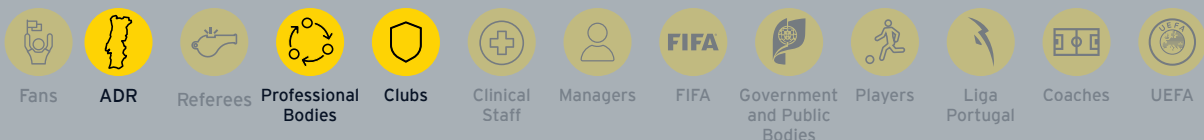
✓ Measure under-way or to be started    ✓ Measure completed

## 10.2. Promoting the environmental sustainability of the Football ecosystem

The FPF takes on its responsibility to integrate environmental sustainability as a core value of Football, contributing to the preservation of the planet and to a more balanced and sustainable future. To this end, the FPF will set up a fund to support environmental sustainability policies in associations and clubs, promote awareness-raising campaigns, draw up annual environmental impact reports and ensure the ongoing refurbishment of the Football City in accordance with environmental standards.

| #   | Measure description                                                                                                                        | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-32 | 2032-36 |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|
| 361 | Ensure recurrent refurbishments at the Football City, guaranteeing that this infrastructure complies with all environmental standards      |         | ✓       |         |         |         |         |
| 362 | Renew ISO 14001 environmental certification                                                                                                |         |         | ✓       |         |         |         |
| 363 | Establish partnerships with companies in the energy sector to create programs to reduce the environmental impact of the Football community |         |         |         | ✓       |         |         |
| 364 | Carry out campaigns to promote environmental sustainability at national team matches                                                       |         |         |         | ✓       |         |         |
| 365 | Create an annual environmental sustainability report with data on the impacts of Football                                                  |         |         |         |         | ✓       |         |
| 366 | Implement an energy optimization program for technological infrastructure with carbon metrics                                              |         |         |         |         | ✓       |         |

### Recipients and partners



✓ Measure under-way or to be started    ✓ Measure completed



# Implementation and Monitoring Plan

# 4





# 1. Introdução

FPF  
CONSELHO  
PRESIDENTES



FPF  
CONSELHO  
PRESIDENTES



## From plan to action

The success of a Strategic Plan depends not only on the definition of axes and goals, but above all on the ability to transform these ambitions into concrete, actionable measures that guide the day-to-day running of the FPF and all the players responsible for its implementation.

Therefore, throughout this Strategic Plan, the FPF has summarized the main themes addressed by the measures, complementing this vision with a complete list of measures for the 2024-28 cycle in the Annex - Action Plan. These measures cover all the strategic axes and goals defined and are the essential instrument for ensuring the plan's implementation and guaranteeing that each initiative has a concrete and measurable impact on the development of Portuguese Football.



## 366 measures

**1**

A new era of  
governance  
72 measures

**2**

A revolution  
in refereeing  
50 measures

**3**

Discipline  
and justice  
reform  
17 measures

**4**

Sustainability and  
competitiveness in  
Football  
46 measures

**5**

FPF  
brand projection  
41 measures

**6**

Knowledge and  
innovation platform  
25 measures

**7**

The 2030 World Cup  
19 measures

**8**

From grassroots  
to excellence  
national teams  
60 measures

**9**

The affirmation  
of Women's  
Football  
18 measures

**10**

A Federation at  
the service of the  
community  
18 measures

## Rigour in implementation

Each measure has been carefully designed to ensure that each member of the PFF responsible for its implementation understands, from day one of this Plan, the goal of the measure, the tools needed to operationalize it and the results it is intended to achieve.

In this way, each measure in the Strategic Plan resembles a project, consisting of implementation deadlines, those responsible, performance indicators and the resources needed to carry them out.

### For each measure it was defined:



#### Goal

- A detailed description, clearly identifying its purpose and method of execution.



#### Performance indicator:

- A clearly defined KPI that allows its fulfilment to be objectively assessed. Through this indicator, it is possible to clearly determine whether or not the proposed goal has been achieved.



#### Responsible for implementation:

- An FPF Board responsible for implementation and an Executive Board member in charge of supervising and supporting implementation, ensuring accountability at all levels.



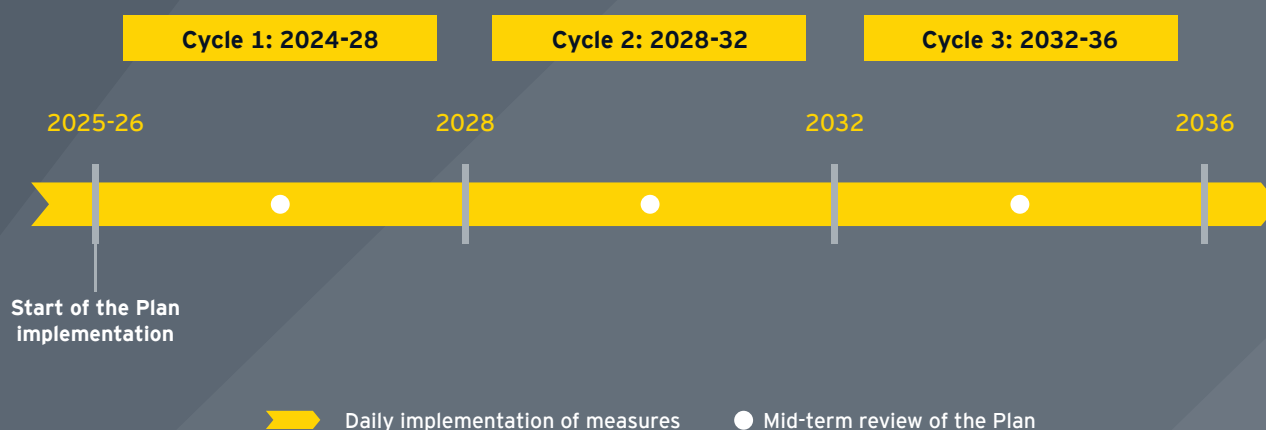
#### Means necessary for its implementation:

- The resources needed to realize it, including human, financial, material, institutional and technological resources, ensuring that nothing stands in the way of its effective implementation.



#### Deadline:

- A strategic cycle has been set for their implementation (2024-2028, 2028-2032 and 2032-2036), with the measures in the first cycle including the expected season for their implementation.





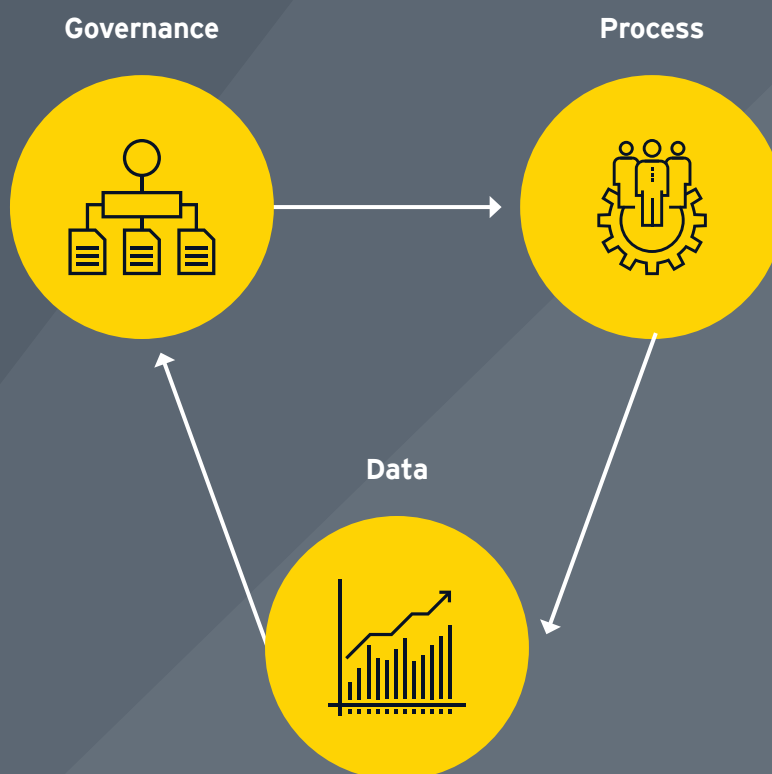
## From action to monitoring

The FPF's strategic plan is fundamental to the development of Portuguese Football, with 366 measures and various strategic indicators that allow the success of the strategy to be continually assessed. It therefore represents a unique opportunity to promote a real transformation in national football.

Just as important as the implementation of the Plan is its monitoring, as well as the processes that ensure that the measures move in the right direction and remain aligned with the established goals. In the event of deviations, it is essential to have mechanisms in place to readjust the approach effectively.

In order to guarantee continuous monitoring appropriate to the scale of this project, the FPF has structured a monitoring process that simultaneously ensures that (i) the plan is being implemented as expected and (ii) the stakeholders of Portuguese Football can regularly check the status of its implementation.

**This monitoring structure is based on three pillars:**



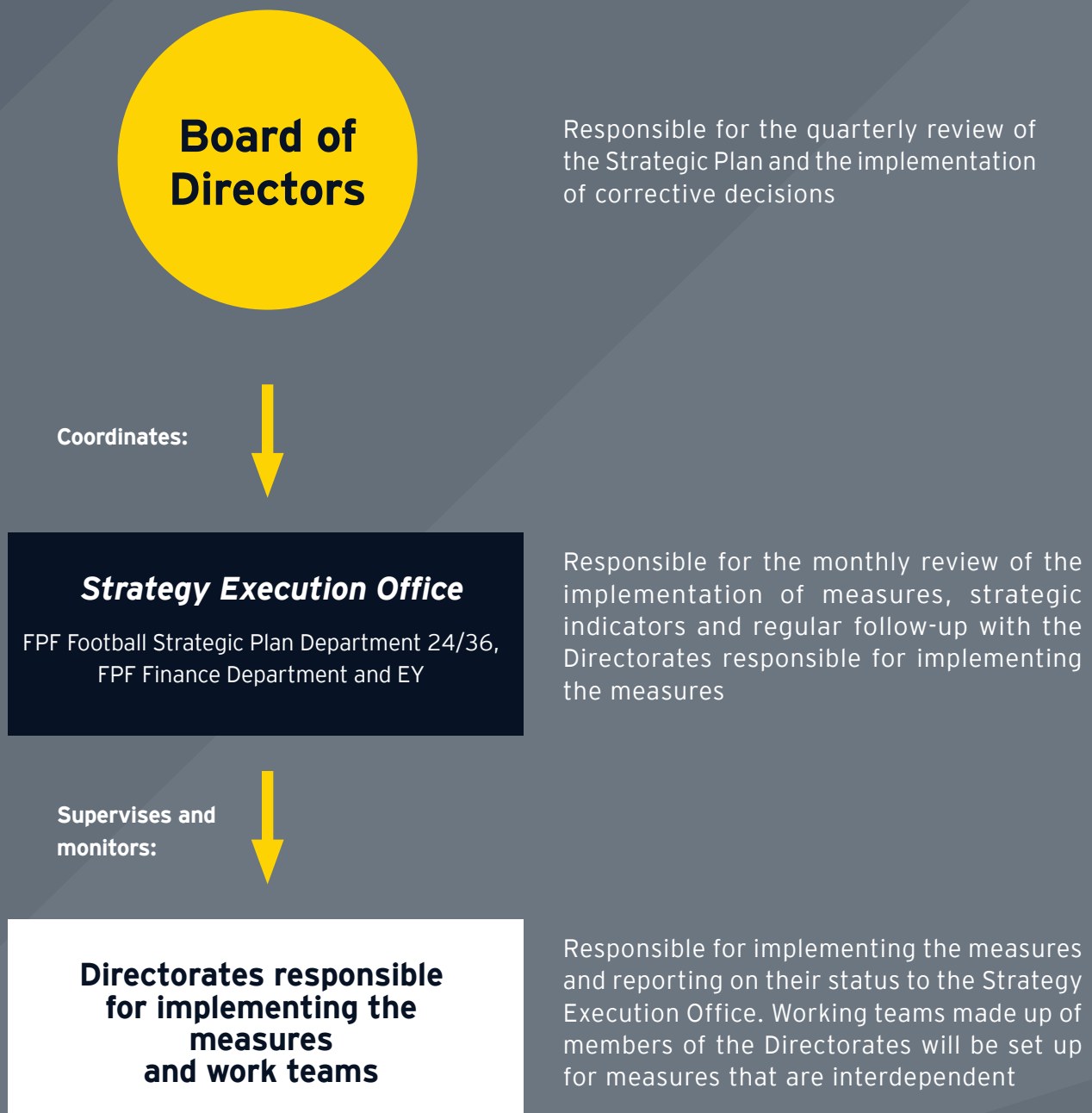


### Governance structure

Considering the scale of this plan and the operational and financial investment it will entail, its monitoring will only be feasible by creating a dedicated department capable of leading the transformation Portuguese Football intends to achieve. To this end, the FPF will set up a Strategy Execution Office, responsible for coordinating the implementation of the Strategic Plan and liaising between the Board of Directors and the Directorates responsible for implementing the measures.

The planned structure guarantees direct interaction between the different levels and avoids any overlapping of competences.





## Monitoring processes

Macro and micro processes have been established to ensure a systematic internal and external reporting structure, with a defined frequency, guaranteeing the continuous sharing of information, the timely identification of deviations and the swift and effective implementation of mitigation plans.

These processes ensure that everyone involved in monitoring the Plan – from the Strategy Execution Office to the Board of Directors and FPF stakeholders – is clear about their responsibilities and receives continuous, accurate and easily interpretable information, enabling them to act proactively, anticipating challenges and opportunities.

### Macro monitoring process



Given the Plan's long time horizon, its monitoring will include possible adjustments whenever it is identified that the measures or targets originally set are not feasible, do not reflect reality and/or there are changes in terms of prioritization. These adjustments should not be interpreted as deviations from the strategic vision, but as instruments that promote the adaptability of a Strategic Plan in a context of constant change.



### Information and data management

Given that the success of the Plan directly depends on the effective implementation of the measures – assessed through the respective performance indicators – and on the FPF's ability to fulfil the defined strategic indicators, this synergy of metrics makes the data control process absolutely critical. Such control not only facilitates continuous monitoring of the Plan, but is also an essential instrument of transparency, both internally and externally.

To this end, the FPF is proposing to create an integrated system that ensures the centralization of information and allows it to be consulted quickly, accessibly and reliably by all those involved in the Strategic Plan, enhancing credibility and accountability throughout the process.

The following is therefore planned:

- The creation of an internal FPF system that consolidates all the data needed to monitor the Plan, meeting the criteria of reliability, security and traceability.
- Making the measures and strategic indicators implementation level available on the FPF website every six months, allowing FPF members and all stakeholders in Portuguese Football to consult them.











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