

**‘Breaking The Glass Ceiling’ seminar, Amsterdam, 12 December 2014  
Resolution**

1 – UEFA will aim to increase its female representation at the highest political and executive levels. All member associations and partners are asked to follow suit in identifying and promoting talented women into high-level political and administrative positions.

2 – UEFA will take steps to ensure that the diversity of Europe, with all of its ethnic and other minority communities, is fairly represented within football structures at all levels. This will also be reflected within events, competitions and activities organised by UEFA.

3 – UEFA recognizes the under-representation of ethnic minorities in coaching and management positions in elite level men’s and women’s football. We encourage all national associations, clubs and partners to address this under-representation in a pro-active way drawing on good practice seen in schemes such as the “Rooney Rule” in operation in the National Football League (NFL).

4 – UEFA underlines the necessity of ensuring that everyone can be himself or herself in the world of football. Football must ensure the safety of minorities on the basis of sexual orientation and create an environment in which opportunity is not restricted by prejudice or exclusion. This will be done through education, information, support and diversity policies.

5 – UEFA pledges to work with partners on a re-evaluation of actions taken and progress achieved at a third seminar on the issue of institutional discrimination.