



TWENTY

24

ANNUAL REPORT &
FINANCIAL STATEMENTS

Irish Football Association Limited

For the year ended 31 December 2024

Registered number: R0000327



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STRATEGY

PRESIDENT’S MESSAGE

It is my pleasure to introduce the Irish Football Association’s Annual Report for a fourth time as President.



It has been a busy year of activity for the Association. I will focus on key endeavours later in this introduction, but I must pay tribute to the staff and volunteers who conduct what other organisations might refer to as ‘business as usual’ but I refer to as making people’s lives better through football. The Association and its subsidiaries make a huge impact on the people of Northern Ireland through their work.

Our staff and volunteers have a strong history in hosting events and tournaments. The U19 Men’s European Championship tournament was the huge success which I expected. We were treated to the most talented young players in Europe playing at Inver Park, Seaview and the National Football Stadium at Windsor Park. The participants and spectators were treated to the best that Northern Ireland has to offer as our staff and volunteers added to their already great reputation.

Both the men’s senior team and the women’s senior team gave us much to be optimistic about for the future. Both sides have undergone change and are introducing impressive younger players. Michael O’Neill’s youthful squad showed up well against more experienced teams and enjoyed a fruitful UEFA Nations League campaign. The contributions of Aaron Hughes and Andrew Waterworth within the elite pathway development must be recognised and will provide even more senior players in the years to come. Tommy Wright and Gareth McAuley have also made great improvements to their sides. The future looks bright.


The 5-0 win over Bulgaria will have been a high point for the Green and White Army. In the modern era we seldom see such a scoreline and I could not have been more pleased.

Tanya Oxtoby’s team tested their mettle against Norway and acquitted themselves well against one of the world’s top teams. As the year drew to a close I was delighted to see Marissa Callaghan recognised for her contribution with an MBE which was richly deserved.

Regrettably, mental health issues continue to be a scourge in Northern Ireland. The Association places a huge emphasis on mental health. The Ahead of the Game programme continues to be delivered and raises awareness among clubs. A cadre of mental health advocates bring their local knowledge and contacts to help in their areas. Sports Chaplaincy UK continues to provide chaplains to help clubs in difficult times. I benefitted personally from the service, and I would encourage any of you who are experiencing difficult times to reach out to someone.

We continue to work closely with the Northern Ireland Football League. I congratulate Larne FC on their European odyssey. They were truly inspirational. As for the Irish Cup final, I cannot remember enjoying one more. As a neutral it was a magnificent spectacle and shows the strides that our NIFL clubs are making.

The announcement by Minister Gordon Lyons of the NI Football Fund and the release of £36.2m for local football was good news. He acknowledged that it was not enough, but I was encouraged by his commitment to seek additional funding whenever there were opportunities. I look forward to the Irish FA continuing to work closely with the Department for Communities and NIFL to push this issue forward. Football clubs are at the heart of their communities. They don’t just provide opportunities to watch the beautiful game – they help improve health, education, employment and provide a sense of belonging.



Conrad Kirkwood
President
Date: 01 May 2025



CHAIRMAN'S STATEMENT

Football never stops, whether it's the professional or amateur game, however it's important to pause from time to time – to acknowledge achievements and to look to the future.



Each year this report allows me to reflect on the work of the Board and the Association over the previous year.

I am pleased to note that 2024 was another busy year, with many of our targets being met.

There is a constructive professional relationship between the Board and the Association's Senior Leadership Team (SLT) and that continued to work well throughout the year. I would like to thank the Board members and the SLT for their commitment and support.

Progress is being made across all seven of the strategic pillars in our current five-year corporate strategy, 'A Roadmap For Football', which has entered its fourth year. The pillars focus on participation, performance, facilities, revenue, engagement, women's and girls' football, and corporate social responsibility, including sustainability.

In line with one of those pillars, the Board has been overseeing the development of a women's and girls' football strategy (2025-2029). Whilst there has been significant growth in this important area in recent years, there remains more to do and I look forward to the strategy's implementation.

Participation and engagement are two of the other pillars and I applaud the work of the Foundation in those areas, especially the launch of the Youth Football Framework, which I am confident will encourage more young people in Northern Ireland to embrace and fall in love with the game.

On the performance front, it was great to see the senior men's team winning their group in the UEFA Nations League and the women's senior team getting to the final qualification stage for UEFA Women's Euro 2025. Another great success was our hosting of the UEFA Men's Under-19 Euros. All fans will be pleased to see the positive progress we have been making on the pitch.

The Association continues to have a strong commitment to sustainability, reflected in the launch of our first Sustainability Strategy. At the heart of this we are determined to reduce our carbon footprint, as

all national associations are seeking to do under UEFA's leadership.

I also want to acknowledge the breadth of work being carried out by our Foundation, promoting healthy lifestyles and good citizenship amongst young people in Northern Ireland. They are making a real impact across our communities.

The Association's core mission is to 'promote, foster and develop' football in Northern Ireland. All the income the Association receives is reinvested in football activities in pursuance of this aim. I am pleased to say that, despite having to make some difficult decisions, the Association produced a breakeven position in its core activities by the end of its financial year.

Of course, there were some disappointments across the year. The confirmation during 2024 that we will not be in a position to host matches as part of UEFA Euro 2028 was particularly disappointing.

However, there are many other exciting projects and activities to look forward to.

In particular, the Board has provided strong guidance on progressing the development of a new National Football Centre. This has been a long-held ambition of the Association and I look forward to this vital facility taking shape in the near future.

Stephen Martin OBE QPM
Chairman
Date: 01 May 2025

**THE ASSOCIATION'S
CORE MISSION IS TO
'PROMOTE, FOSTER AND
DEVELOP' FOOTBALL IN
NORTHERN IRELAND.**



CHIEF EXECUTIVE'S REPORT

Being part of the Irish Football Association is a privilege I never take lightly, especially when the time comes around to write this piece for the published Annual Report and Accounts.



One thing our stakeholders can be sure of is that the Association will have done plenty, achieved substantial progress on a number of fronts and accomplished a great deal in any year and 2024 was no different. We are in the unique position of being able to affect people's lives in our country in a positive way through the game of football. What we do and what we catalyse in other people has an impact from Belfast to Strabane, from Bushmills to Newry and all ports of call in between.

On the football pitch we were pleased with the progress and results from our senior men's and senior women's international teams. The highlight for Michael's team of course was winning our UEFA Nations League C group in the autumn, which gives us promotion to League B for the next edition of this competition in 2026. On the senior women's side Tanya has transitioned the squad over the past 18 months and now has a good mix of experience and promise. We made it all the way to the play-off final for UEFA Women's Euro 2025, but Norway were too strong for us in the end. One thing worth noting is that when we qualified for UEFA Women's Euro 2022 only one third of our squad were in professional football with two thirds being home based and amateur. That ratio has now reversed and we have more than two thirds of our senior women's squad playing across the water.

It was a strong domestic season on the pitch as well. Cliftonville ended a 45-year wait to lift the Clearer Water Irish Cup in front of the biggest Irish Cup final crowd this century back in May. Larne made it back to back Sports Direct NIFL Premiership titles and then went one better than any other club had done in qualifying for the league stages of the UEFA Conference League. This latter achievement was a success not only for the club itself, but for domestic football in our country. We hope it will be the first but not the last time this mountain is scaled, and we at the Irish Football Association were pleased to help Larne stage their home fixtures at the National Football Stadium.

Partnering with UEFA is something we enjoy doing. Not only does hosting youth tournaments give our players the chance to test themselves at the top level of European football, we also learn from the undoubted masters of tournament organisation and the experience helps make us better on a day and daily basis. This year we hosted the UEFA U19 men's finals in Belfast and Larne. We sold more than 29,000 tickets over the tournament, Gareth McAuley's young squad gave a good account of themselves and in the end Spain lifted the trophy.

Also on the youth football front we moved the Irish FA/JD Academy to a new home at Campbell College Belfast during the year. Our Academy was set up at Ulster University several years ago, and is designed to give our most promising young footballers the best possible chance of making it in the professional game when they move to their first club. Campbell is one of Northern Ireland's leading educational settings and the experiences our boys will gain there will set them up well for future success. This is a significant investment on the part of the Association, especially as any compensation fees naturally go to the club the players are registered with, however it is an investment we deem necessary to create the strongest pipeline we can of potential professional footballers. In 2024 we also launched our Youth Football Framework, which is a once in a generation review of the way we organise all youth football, putting children right at the heart of the game, which is where they should be. Almost 24,000 people took part in our consultation which shaped the Framework, and we will all see benefits from this work in the coming years. Not every boy or girl will become the next Conor Bradley, Jackie Burns, Shea Charles or Lauren Wade, but all of our children will have the chance to enjoy the best sport in the world even more due to this Framework.



CHIEF EXECUTIVE’S REPORT

Further away from the pitch, there were also some noteworthy achievements. Our commercial team had a good year, renewing EE as the lead partner for our international teams, onboarding Chase Bank as one of the biggest deals in our history, signing up Send My Bag as a new partner and of course enjoying the first year of the Clearer Water sponsorship of the Irish Cup. Much was done behind the scenes in 2024 on the development of plans for our National Football Centre. As I have noted before, we will only get one shot at this project, so it has to be our best one. This will be the biggest capital investment in the history of the Association and we spent 2024 narrowing down the location options and technical specifications to ensure we will develop a Centre we can all be proud of.

We had mixed news in 2024 on the wider capital investment front. We were disappointed that, in the end, funding had not been finalised for the development of Casement Park in time for it to be ready for UEFA EURO 2028. Although we will become a shareholder in the tournament delivery company along with our other bidding partners, the people of Belfast and Northern Ireland will not now see the world’s third largest sports event taking place on our doorstep and this is an opportunity missed which will only be fully appreciated in years to come. Better news was forthcoming in that the Minister for Communities announced that he was ready to kick off the Northern Ireland Football Fund, with the long awaited £36.2 million available to bid for. As noted in this report last year, this can only be the first step in a longer campaign of modernisation of our football estate, and our conservative estimate is that we need at least £120 million (and more with the passage of time) to give the footballing public of our country the facilities they deserve. I should also note that we continued our partnership with the Department for Culture, Media and Sport in the year and they have now invested £7.2 million in the past four years on grassroots level facilities improvements.

All in all we packed a lot in to 2024, and again we managed to break even in our core activities across the Irish FA group over the year. We don’t have shareholders to enrich. We invest all the funds we raise directly back into football in Northern Ireland and we are proud to do so. I hope you enjoy reading about our activities during the year in more detail in the pages of this report.

Patrick Nelson
Chief Executive
Date: 01 May 2025



“
**CLIFTONVILLE
ENDED A 45-YEAR
WAIT TO LIFT THE
CLEARER WATER
IRISH CUP.**”

Clearer Water Irish Cup winners 2024: Cliftonville

A YEAR IN REVIEW



FINANCIAL REVIEW

INCOME



↑ 2023 £19m

EXPENDITURE



↑ 2023 £19m

PROFIT / (LOSS) CORE ACTIVITIES



→ 2023 £0m

EXCEPTIONAL EXPENDITURE



↑ 2023 £0m

OTHER GAINS



↓ 2023 £0.7m

OPERATING PROFIT



↓ 2023 £0.7m

FINANCIAL REVIEW CONTINUED

OVERVIEW

Despite significant cost pressures throughout the year, the Irish FA successfully achieved its financial target of breaking even from its core activities for the year ended 31 December 2024.

It is important to highlight, however, that while the core activities were break even, the overall trading result shows a loss of £0.25m. This loss is solely attributable to the exceptional costs detailed below in this report.

In achieving the break even position, the increasing cost of international fixtures placed a continuous strain on finances throughout the year; however, strong team performances and strategic revenue growth helped alleviate some of these pressures.

Ticket demand for the senior men's team remained strong, and their success in winning their UEFA Nations League C group provided additional revenue. However, income growth was constrained by a lighter home fixture schedule compared to the previous year.

In addition to the break even result for core business, the Association continued to benefit from strong international investment markets, with the value of the Association's investment portfolio increasing by £0.46m during 2024.



U19 Euros Northern Ireland v Italy



Euro U17 qualification first stage - Northern Ireland v Lithuania

INCOME

Revenue and other income increased by £2.8m to £21.8m (2023: £19.0m). This growth keeps the Association on track to achieve its strategic target of £100m in income over the life of the current five-year corporate strategy.

The most significant contributor to this increase was additional funding from our governing bodies, which rose by £1.9m, driven primarily by additional UEFA funding received for hosting the U19 Euros and prize money from the senior men's Nations League success.

Commercial income also grew significantly, increasing by £0.8m to £3.3m (2023: £2.5m). Key sponsorship agreements with Chase Bank, Send My Bag and Clearer Water were instrumental in achieving this growth.

Conversely match revenue of £2.4m (2023: £3.0m) declined £0.6m due to a reduced number of senior men's home fixtures. In 2024 the Association hosted three UEFA Nations League matches compared to five competitive UEFA Euro 2024 Qualifiers in the previous year. This decrease was anticipated and accounted for in financial planning.

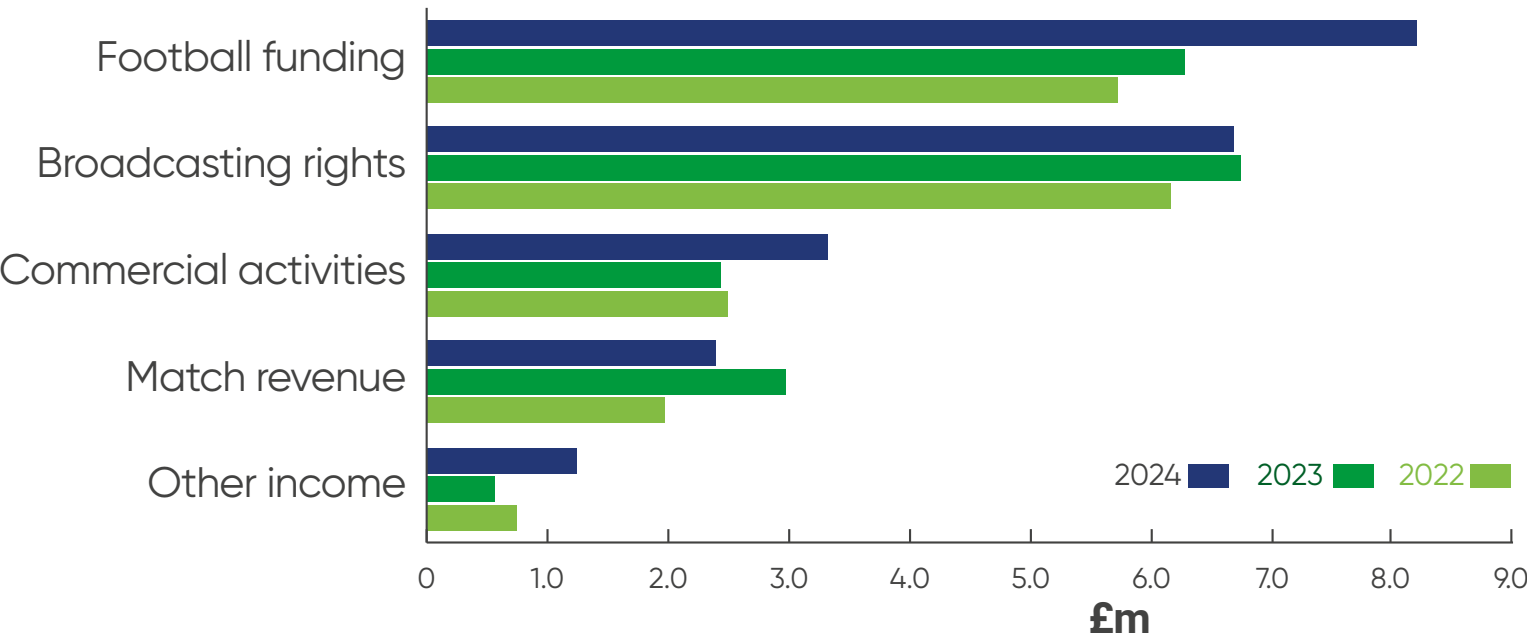


INCOME



↑ 2023 £19m

Total revenue and other income



FINANCIAL REVIEW CONTINUED

EXPENDITURE

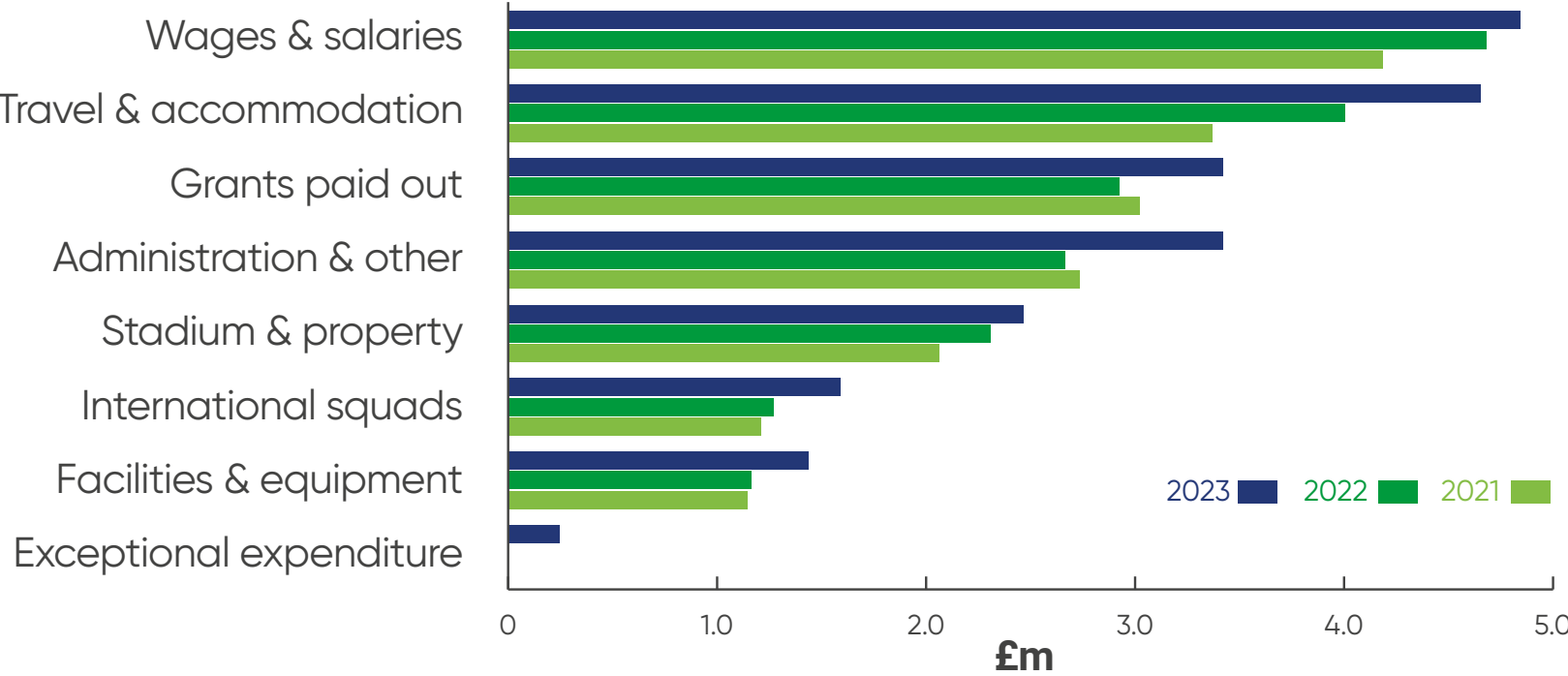


EXPENDITURE

In line with the Irish FA's financial target to break even, total pre-exceptional expenditure increased by £2.8m to £21.8m (2023: £19.0m), mirroring the revenue growth. Several key factors contributed to this rise:

- Hosting the UEFA U19 Euros led to substantial additional costs, primarily in travel, accommodation, facilities and administrative costs.
- Travel and accommodation costs rose by £0.7m to £4.7m (2023: £4.0m). As mentioned above this was largely due to hosting the demands of hosting the U19 Euros but also increased fixture commitments across all teams.
- Facility maintenance and stadium operations continued to present financial challenges. The cost of energy and general stadium upkeep increased due to the ageing infrastructure and ongoing inflationary pressures.

Total Expenditure



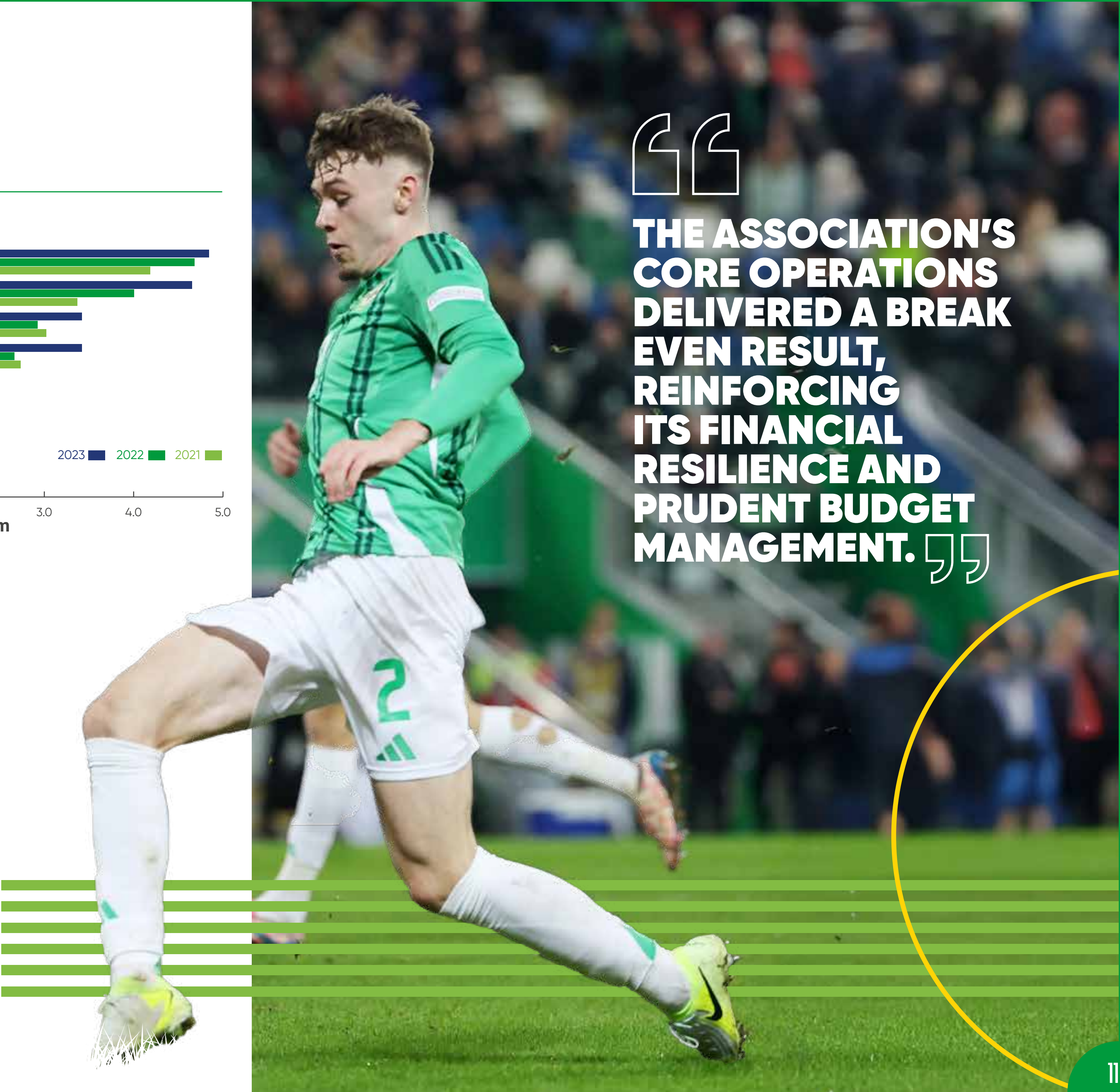
EXCEPTIONAL EXPENDITURE

During 2024 it was confirmed that Northern Ireland would not be in a position to host matches for UEFA Euro 2028. As a result £0.25m in bid-related costs have been written off within these 2024 financial results. These costs were initially invested in the project with the expectation of a share in tournament revenue. Despite not hosting matches, the Irish FA retains commercial and strategic involvement in the event and anticipates significant future financial returns from the tournament delivery.

It is important to emphasise that these exceptional costs were the only reason for the reported trading loss of £0.25m. The Association's core operations delivered a break even result, reinforcing its financial resilience and prudent budget management.



THE ASSOCIATION'S CORE OPERATIONS DELIVERED A BREAK EVEN RESULT, REINFORCING ITS FINANCIAL RESILIENCE AND PRUDENT BUDGET MANAGEMENT.



FINANCIAL REVIEW CONTINUED

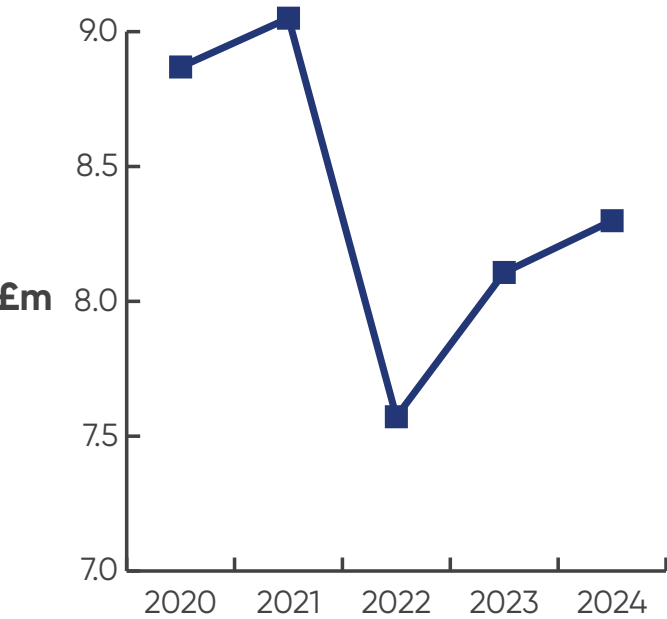
BALANCE SHEET

Net Assets

As at 31 December 2024, the net assets of the Association stood at £8.2m (2023: £8.1m). The key driver of this modest increase was the growth in the investment portfolio, which rose by £0.46m (2023: £0.37m) and was valued at £5.6m at year-end. These funds, managed by Davy Private Client, continue to generate long-term returns.

The Irish FA also made strategic infrastructure investments at the National Football Stadium, including upgrading turnstile scanners to enhance fan entry and improve the matchday experience.

Net Assets

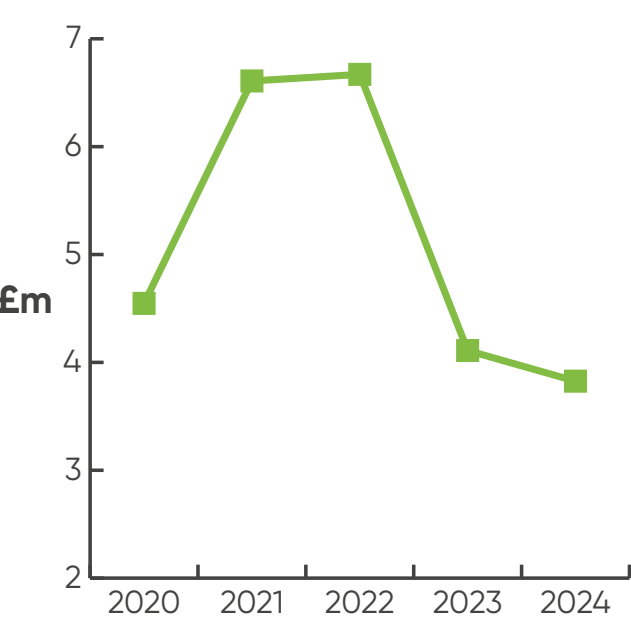


Cash Balance

The year-end cash balance stood at £3.8m (2023: £4.1m). This reduction was primarily due to timing issues with receipts related to UEFA payments, sponsorship and ticketing activities.

Given the timing and nature of cash flows in football, the Association maintains strict financial oversight. Stress testing of cash forecasting is conducted to ensure resilience against potential negative variances. Additionally certain cash balances remain restricted for specific purposes and are unavailable for general working capital.

Cash Balance



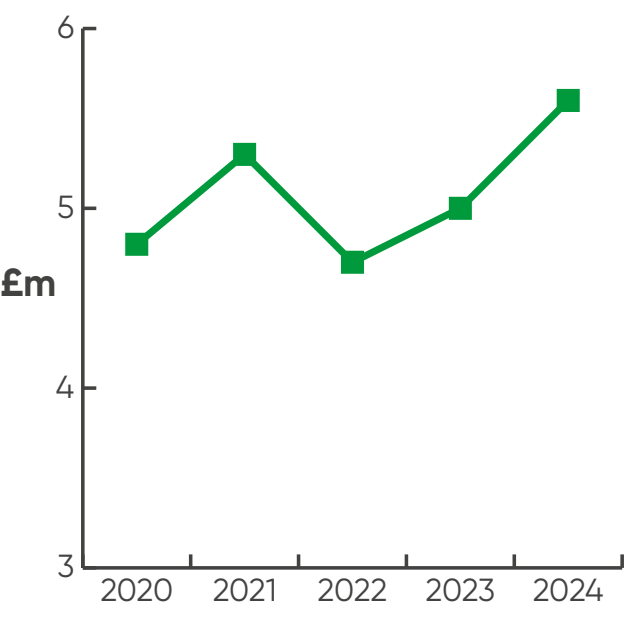
Debt Balance

As at 31 December 2024, the Irish FA had an interest-free loan balance of £2.95m owed to FIFA (2023: £3.4m). This balance comprises two loans:

- An initial \$2.0m working capital loan, and
- An initial \$3.0m loan, which was provided to the Northern Ireland Football League as a back-to-back lending arrangement.

Both loans remain scheduled for repayment in 2030.

Investments



CONCLUSION

2024 was a year of both financial resilience and strategic investment for the Irish FA. Despite ongoing economic challenges, the Association delivered on its key financial objective of maintaining a break even position from a core trading perspective while continuing to grow revenue and invest in infrastructure.

Revenue growth, particularly from UEFA, commercial sponsorships, and competition prize money, has placed the Association on a solid footing for future financial stability. While certain challenges persist—such as the rising costs of stadium maintenance and energy—prudent financial management and long-term strategic planning have ensured stability.

Looking ahead, the Irish FA remains committed to maximising revenue generation, controlling costs, and reinvesting every pound into growing football in Northern Ireland. With a solid financial foundation, the Association is well-positioned to build upon this success in the coming years.





OPERATING REVIEW



UEFA EURO 2028 UK & IRELAND

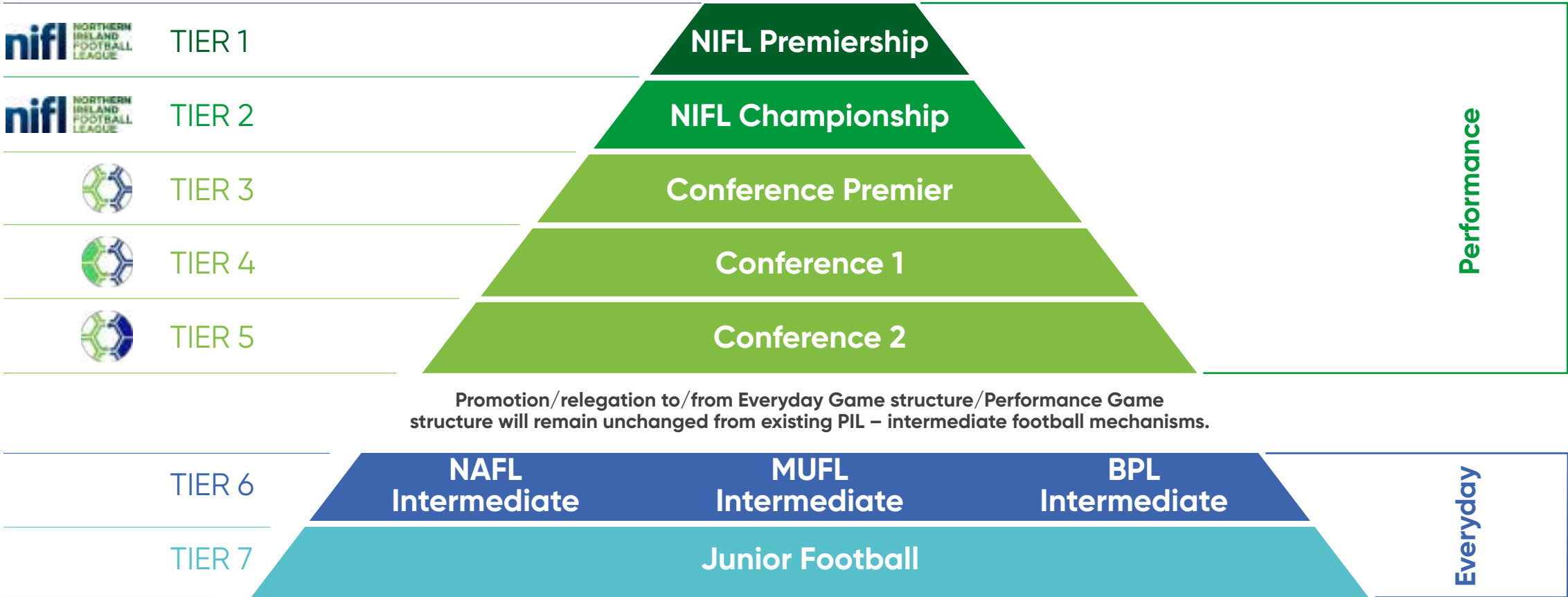
In September 2024 the UK Government decided not to fund the redevelopment of Casement Park for the UEFA Euro 2028 tournament due to escalating costs and time constraints. Although this decision prevents Belfast from hosting matches, efforts are still ongoing to ensure Northern Ireland can participate in the tournament in a meaningful way.

MEN'S FOOTBALL PYRAMID

A strategic objective of the Irish FA corporate strategy 'A Roadmap for Football' is to transform the football pyramid and create a clear pathway for ambitious clubs.

To achieve this the Irish FA has advanced plans to restructure the men's football pyramid in Northern Ireland. Following a consultation and selection process,

the Association identified the Northern Amateur Football League (NAFL) as the preferred partner to work in collaboration with Irish FA to introduce a new conference layer within the pyramid. Together, the two organisations will now develop appropriate and consistent league formats and fixture calendars for the top tiers of amateur football.



OPERATING REVIEW CONTINUED

IRISH FA/DCMS GRASSROOTS FUND

The Irish FA/DCMS Grassroots Facilities Investment Fund (2023–25) significantly enhanced grassroots football infrastructure in Northern Ireland. This funding programme, a collaboration between the Irish FA and the UK Government’s Department for Culture, Media and Sport (DCMS), provides financial support to grassroots football clubs, local authorities, schools and sports community organisations. The initiative aims to create better playing conditions, promote physical activity and support community access to sports facilities.



Wellington Recreation Sports and Social Club benefitted from the Grassroots Facilities Investment Fund

The fund focuses on improving and refurbishing facilities to ensure high-quality pitches for grassroots football. Over £5.66 million was allocated for the 2023–25 period, with £2 million for 2023–24 and £3.66 million for 2024–25. Across Northern Ireland 17 projects benefited from a share of the fund aimed at boosting grassroots sports facilities. All of the projects received funding for state-of-the-art 3G artificial grass pitches, with 12 of them also allocated money to install new floodlights.



OPERATING REVIEW CONTINUED



NATIONAL FOOTBALL CENTRE DEVELOPMENT

Significant progress was made over the last 12 months on the Irish FA National Football Centre development and the Association remains highly optimistic about the project with an announcement made in early 2025. The Association is continuing to finalise plans and secure the necessary funding.

COMMERCIAL PARTNERSHIPS

Digital bank Chase was announced in February 2024 as the Official Banking Partner of the Irish FA. Chase will be working with the men's, women's, youth and disability national teams across a four-year period. And the partnership introduced the Chase logo on training kit worn by the men's and women's teams.

Through the Home Nations partnership Chase will be supporting individuals across the UK from low income and low socio-economic backgrounds by providing access to fully funded coaching qualifications and free learning tools, helping to develop transferable skills for life on and off the football pitch. The new partnership builds on Chase's ongoing investment in community-based programmes and extends parent company JP Morgan Chase's decades-long support for communities in the UK, where it employs over 22,000 people.

In May 2024 luggage shipping and relocation services specialist Send My Bag became the official shipping partner for Northern Ireland's senior men's and women's teams and the Irish FA. Under the partnership deal the company's logo will appear on a sleeve of the teams' training tops. It's the first time a Northern Ireland company has ever been represented on the teams' training kit.



UEFA MEN'S UNDER-19 EUROPEAN CHAMPIONSHIP

The Irish FA hosted the 2024 UEFA Men's Under-19 European Championship, and it was a huge success. Group stage games in the eight-team tournament were played at Seaview in Belfast and Larne's Inver Park, while the semi-finals and final were staged at the National Football Stadium at Windsor Park in Belfast. UEFA U19 Euro 2024 attracted a record-breaking 29,000 spectators in total, with 8,358 attending the final between winners Spain and France.





RECORD BREAKING
29,000
SPECTATORS



8,358
SPECTATORS

OPERATING REVIEW CONTINUED

REFEREE RECRUITMENT

An Irish FA's referee recruitment drive in 2024 was highly successful. Launched in response to the need for more match officials, the initiative included both face-to-face and online courses. As part of the 'Join The Game – Be A Referee' initiative a two-day referee beginners course was run at four separate locations across the country during November.



In addition an online course saw more than 200 aspiring referees complete training, with many now actively officiating matches. The drive has increased the number of referees across Northern Ireland, ensuring a stronger foundation for local football.



“**‘JOIN THE GAME – BE A REFEREE’ INITIATIVE, IS A TWO-DAY REFEREE BEGINNERS COURSE**”



“**PARTICIPANTS GAINED VALUABLE INSIGHTS INTO VARIOUS ASPECTS OF FOOTBALL MANAGEMENT**”

INTEGRITY

2024 saw the introduction of doping control testing in the NIFL Premiership and NIFL Women's Premiership via a new partnership jointly funded by the Irish FA and NI Football League



Given that both UEFA and UKAD insist a player's first interaction with doping control should be education rather than testing, all clubs involved received education in advance of any testing taking place.

UEFA ACADEMY

In 2024 the Irish FA and the Football Association of Ireland (FAI) jointly hosted the UEFA Certificate in Football Management (CFM) course. This prestigious programme, designed for individuals working within football organisations, combined e-learning and face-to-face seminars to provide comprehensive training in football management. Participants gained valuable insights into various aspects of football management, including strategic planning, operational management and football law. The course culminated in a Certificate of Advanced Studies (CAS) in Football Management, which is recognised by European universities.

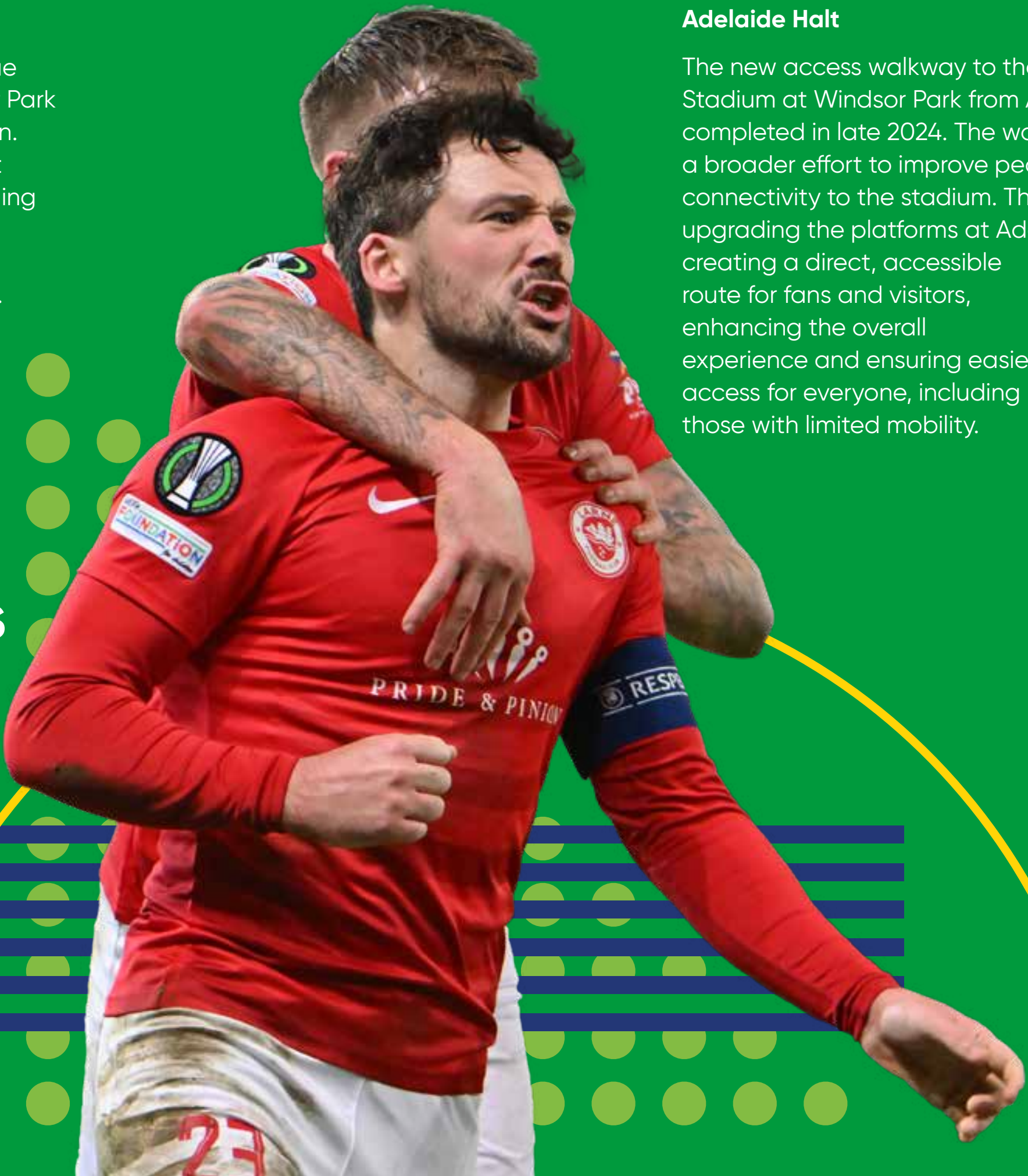
OPERATING REVIEW CONTINUED

STADIUM

UEFA Conference League

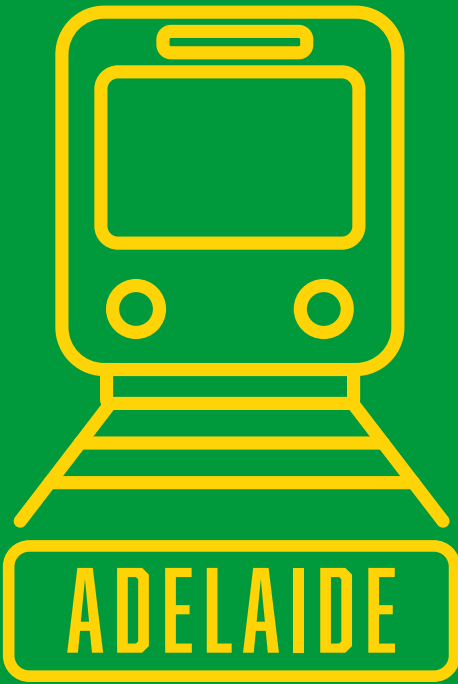
In 2024 Larne FC played their home UEFA Conference League stage matches at the National Football Stadium at Windsor Park to meet the specific ground requirements for the competition. This arrangement enabled Larne FC to host three significant UEFA Conference League fixtures at the larger venue, providing enhanced facilities and accommodating a greater number of fans. The move was well received by both the club and its supporters, ensuring an enjoyable and seamless experience.

“**THIS ARRANGEMENT
ENABLED LARNE FC TO HOST
THREE SIGNIFICANT UEFA
CONFERENCE LEAGUE FIXTURES
AT THE LARGER VENUE.**”



Adelaide Halt

The new access walkway to the National Football Stadium at Windsor Park from Adelaide Halt was completed in late 2024. The walkway was part of a broader effort to improve pedestrian access and connectivity to the stadium. The project included upgrading the platforms at Adelaide station and creating a direct, accessible route for fans and visitors, enhancing the overall experience and ensuring easier access for everyone, including those with limited mobility.



Environmental Sustainability

The Irish FA was upgraded from Bronze to Silver in the Northern Ireland Business in the Community Environmental Benchmarking Survey. The Association was evaluated based on our environmental management and performance in key areas, and the results were used to drive improvements and raise awareness about environmental issues at board level.

In early 2025 several major concert and sports venues in Belfast, including the National Football Stadium, launched a 12-month pilot programme to eliminate single-use plastic cups. Led by the Venue Sustainability Forum (VSF), this initiative aims to remove 2 million single-use plastic cups from events and reduce plastic waste by 40 tons annually. The trial has been well received by both venues and the community, marking a significant step towards sustainability in Belfast’s entertainment sector.





**A SPECIAL AREA TO
COMMEMORATE THEIR LOVED
ONES WHO WERE NORTHERN
IRELAND FANS.**



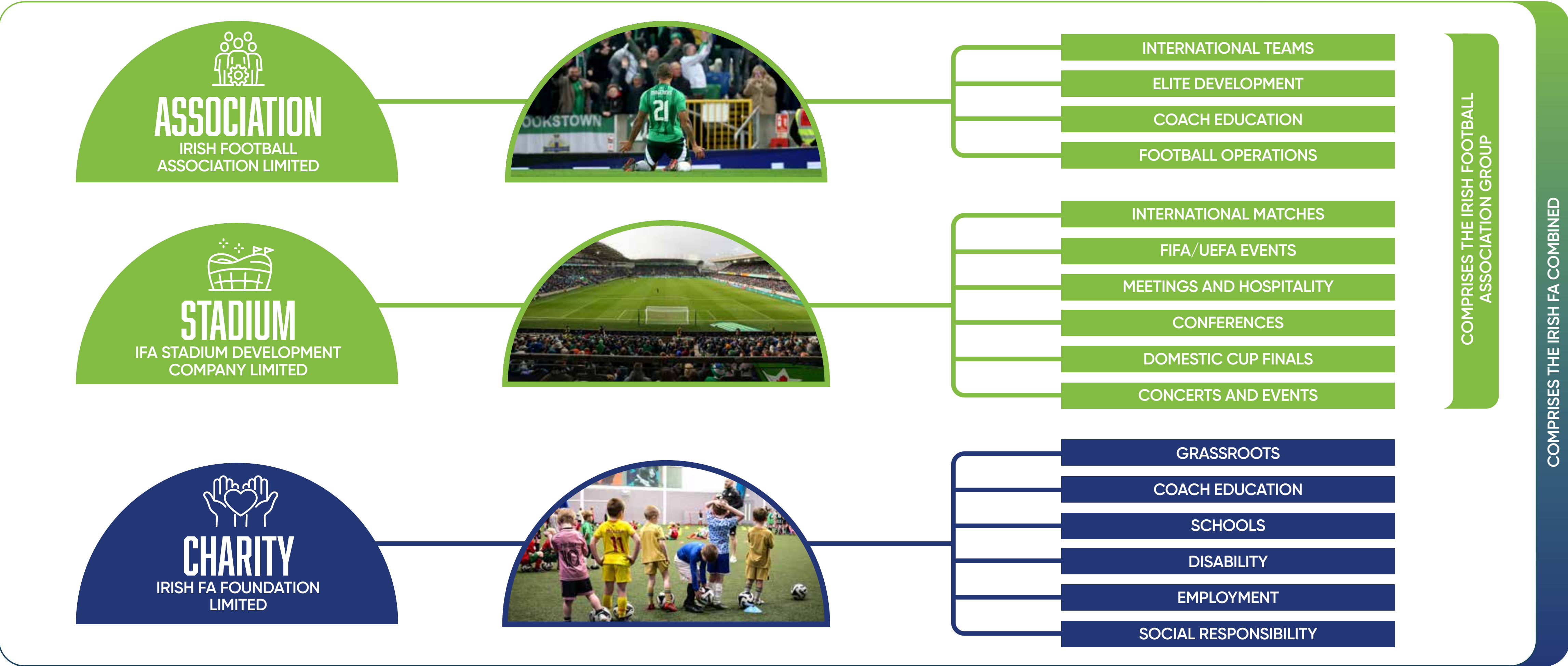
OPERATING REVIEW CONTINUED

Memorial Wall

In November a Memorial Wall at the National Football Stadium at Windsor Park was inaugurated and dedicated to deceased fans. This tribute was established after clubs, groups and individuals lobbied the Association requesting a special area to commemorate their loved ones who were Northern Ireland fans.

To ensure permanent access for the families of the deceased and visitors, the Memorial Wall was installed just outside the stadium perimeter adjacent to the North-West gate, close to Olympia Leisure Centre.

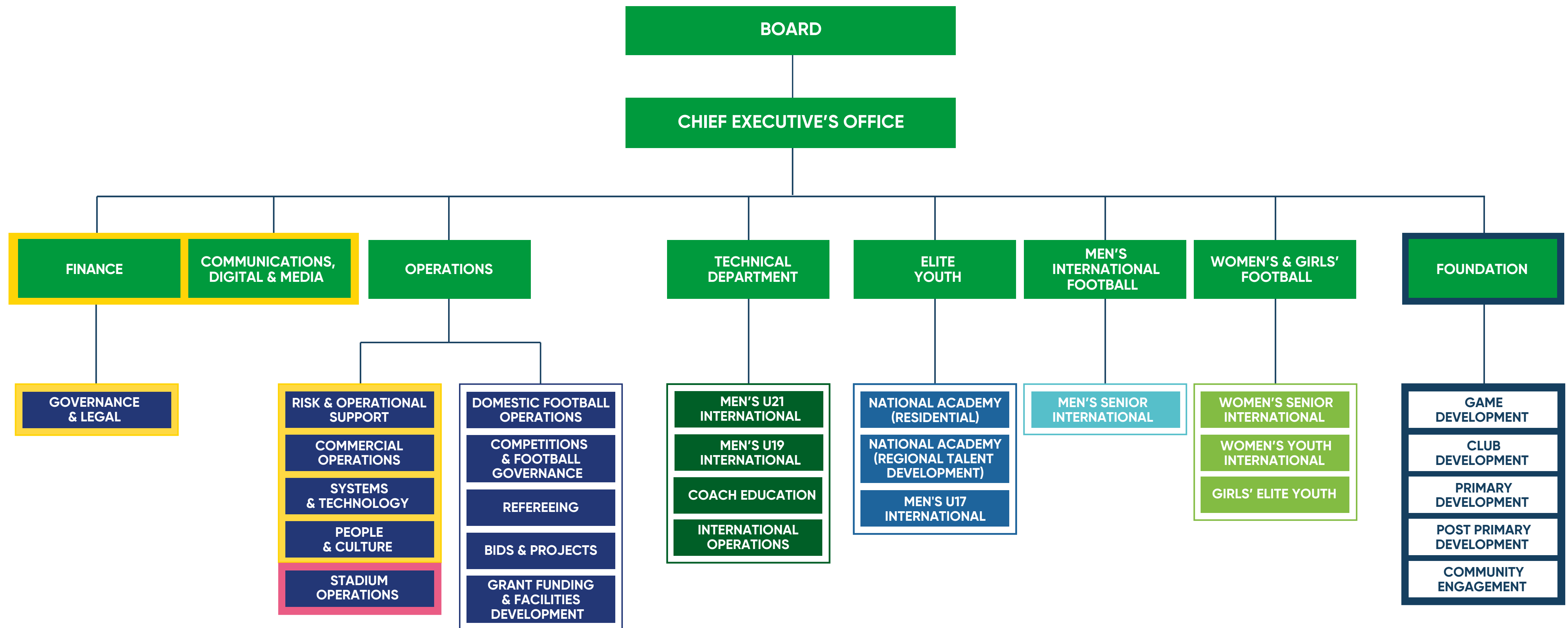
IRISH FA ENTITIES



Financial performance included in this report. Group comprises both entities. Company is Association only.

Financial performance reported separately. See Annual Report and Financial Statements for Irish FA Foundation Limited. Company Registered Number NI642595.

OPERATING MODEL



Support functions that cover the Irish FA combined

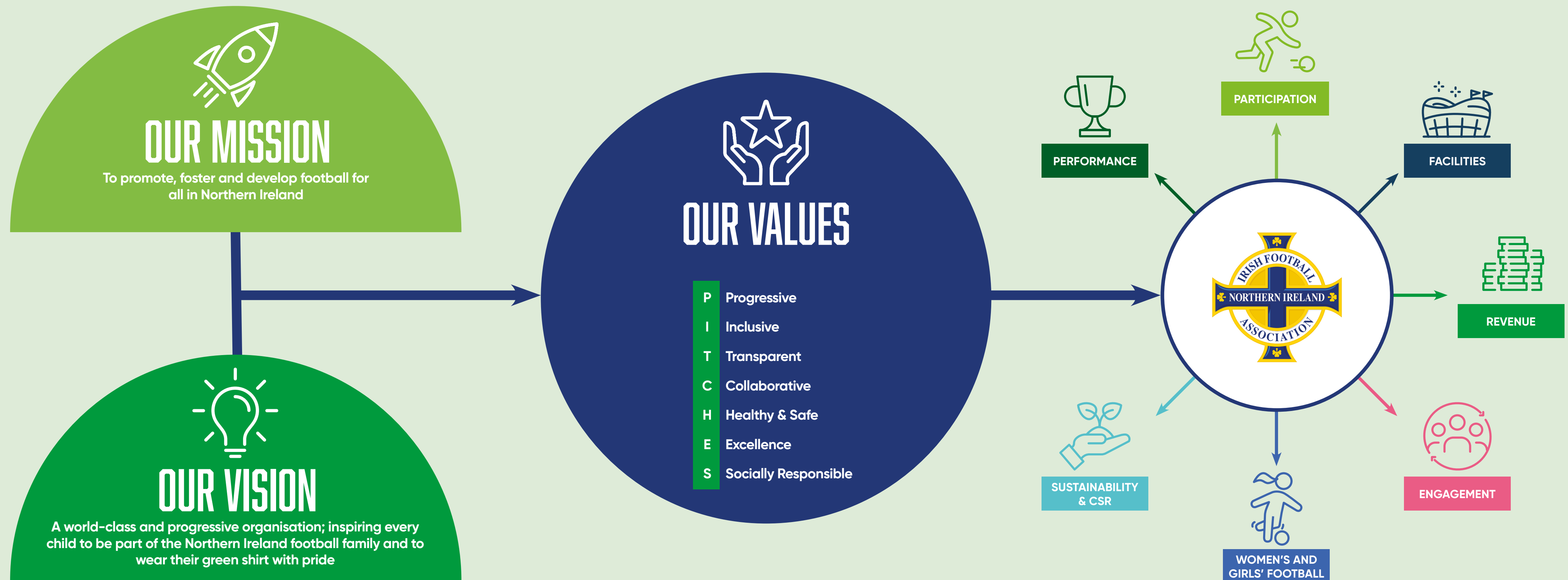


IFA Stadium Development Company Limited



Irish FA Foundation Limited

STRATEGY - MISSION, VISION, VALUES



STRATEGY UPDATE



YOUTH FOOTBALL FRAMEWORK



Let them play.

Review shows Irish FA’s strategic objectives are being met.

The launch of a Youth Football Framework for Northern Ireland will help the Irish Football Association to meet some of its strategic objectives.


The latest review at the end of 2024, looking at the first three years of the association’s 2022–27 corporate strategy, has found the framework will assist the Irish FA to deliver on a number of actions within the strategy.

The framework was created following an extensive review by the association into youth football provision across the country. It aims to maximise enjoyment and technical development for every child and young person.

Launched in January 2022, A Roadmap For Football covers all aspects and levels of the game in Northern Ireland.

More than 30 strategic objectives and over 100 individual actions are included in the corporate strategy as part of seven strategic pillars supported by four enablers.

The pillars focus on participation, performance, facilities, revenue, engagement, women’s and girls’ football plus corporate social responsibility, including sustainability.



And the latest review found the Youth Football Framework will help the Irish FA meet its strategic objectives, particularly in the participation and women’s and girls’ football pillars.

The analysis of year three of the strategy reveals progress is being made across all seven of the strategic pillars.



Under the performance pillar there was movement on an ambition to ‘transform the football pyramid to create a clear pathway for ambitious clubs’. A league operator has been appointed for a new Conference League layer which will allow clubs and players to compete at a national level directly below the NIFL Premiership and NIFL Championship.

The review also found changes to the elite player pathway structure have enabled easier transition through the pathway from underage to senior squads, while enhanced collaboration and communication within the managers group has allowed for an aligned approach to identifying high potential players.

It noted an objective to increase the quality and quantity of coaches in Northern Ireland had been boosted through the development of courses aimed specifically at youth football and courses focusing on the adult amateur game.

Other achievements listed included a positive first cycle for club licensing within the NIFL Women’s Premiership.



And under the facilities pillar it was noted good progress has been made on the objective of creating a National Football Centre (further details on the project were announced in the first quarter of 2025).

Under the facilities pillar the review noted the Irish FA DCMS Grassroots Facilities Investment Fund 2023–2025 had funded 17 projects. The current funding cycle was set to conclude in March 2025, however the Irish FA has since worked with DCMS to secure an extension for 2025–2026.

On the corporate social responsibility front it was revealed a Diversity, Inclusion, Belonging and Equity (DIBE) strategy for the association is also due to be launched in 2025.



U15

“THE ANALYSIS OF YEAR THREE OF THE STRATEGY REVEALS PROGRESS IS BEING MADE ACROSS ALL SEVEN OF THE STRATEGIC PILLARS.”



U19 Euro 2024: The Northern Ireland team that faced Italy in the tournament

CHAIRMAN’S GOVERNANCE STATEMENT

It is my privilege to present the Chairman’s Governance Statement for the Irish FA for the year ended 31 December 2024. This year has been one of continued progress and strategic development, reflecting our unwavering commitment to strong governance, transparency and excellence in football administration.



The Board plays a vital role in providing oversight, guidance and strategic direction. I take great pride in the way our Board members have continued to work collaboratively with the Senior Leadership Team (SLT), ensuring a culture of accountability and innovation. The stability of our leadership team has been a strength this year, with no changes to either the Board or SLT during 2024. This continuity has enabled us to drive forward our long-term ambitions effectively.

GOVERNANCE AND RISK OVERSIGHT

Governance remains at the heart of our operations. We continue to align with the 10 good governance principles recommended by UEFA, ensuring that the highest standards of ethical conduct, transparency and integrity are upheld across all levels of the Association. During 2024 we undertook a benchmarking exercise against the UEFA National Associations Governance Framework, where we were pleased to achieve an 82% fulfilment rating. Our commitment to best practice governance has been further reinforced this year with the recruitment of a Governance Officer, enhancing our capacity for diligence and compliance in this critical area.

Risk management remains a key priority, and the Board continues to provide robust oversight of the Association’s risk framework. Our detailed risk register, overseen by the Audit and Risk Committee, identifies and evaluates key Board-level risks. Throughout the year the Board has maintained a proactive approach to risk management, incorporating risk as a standing agenda item in Board meetings and conducting detailed reviews on a rotational basis. This structured approach ensures we remain vigilant to emerging risks while strengthening our ability to mitigate them effectively.



“THE BOARD PLAYS A VITAL ROLE IN PROVIDING OVERSIGHT, GUIDANCE AND STRATEGIC DIRECTION.”



“
A KEY MILESTONE IN 2024 HAS BEEN THE BOARD’S DEDICATED EFFORTS IN DEVELOPING PLANS FOR THE NATIONAL FOOTBALL CENTRE.”
”



CHAIRMAN’S GOVERNANCE STATEMENT CONTINUED

STRATEGIC PROGRESS AND ACHIEVEMENTS

A major governance initiative this year was the conclusion of our comprehensive review and benchmarking exercise against the strategic objectives outlined in ‘A Roadmap for Football’. This review, completed in February 2024, provided valuable insights into our progress and reaffirmed our commitment to delivering on the strategic pillars that define our long-term vision. The findings have been instrumental in shaping our focus areas for the future, ensuring that we continue to advance our mission in a structured and impactful manner.

A key milestone in 2024 has been the Board’s dedicated efforts in developing plans for the National Football Centre. Recognising its significance as a transformative project under our Facilities strategic goal, we engaged external expert advisors to assist in shaping the plans. The Board’s diligence in this process reflects our commitment to laying a strong foundation for the development of this critical infrastructure, which will serve as a hub for football excellence in Northern Ireland.

Despite ongoing economic challenges, the Association has successfully achieved its financial goal of breaking even for the year. This accomplishment underscores the effectiveness of our financial stewardship and disciplined approach to resource management. It is a testament to the resilience and adaptability of both the Board and SLT in navigating complex financial landscapes while staying true to our strategic priorities.

LOOKING AHEAD

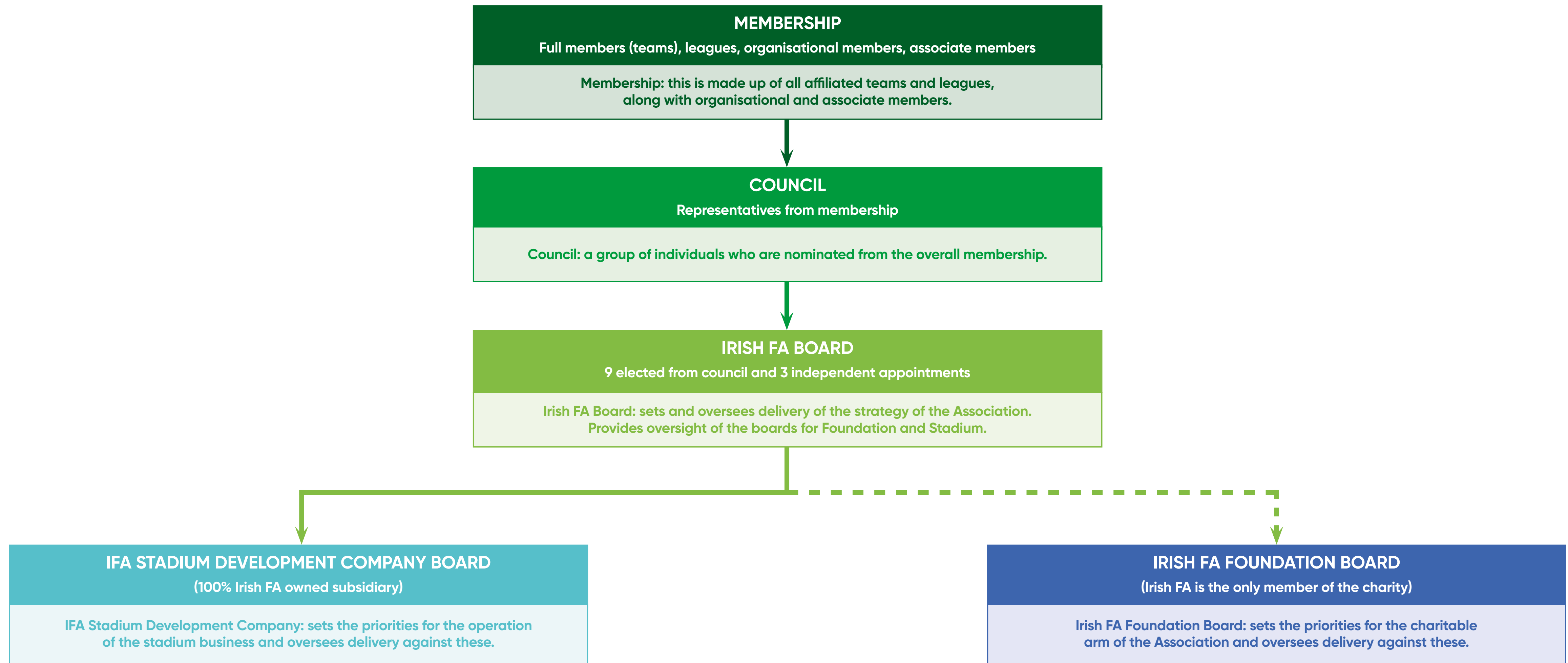
As we move forward the Board remains steadfast in its commitment to excellence in governance, strategic execution and the continued growth of football across Northern Ireland. Our stability, strengthened governance structures and focused strategic initiatives position us well for the future. I am confident that, with the continued collaboration of the Board and SLT, we will build upon this year’s achievements and drive even greater impact for our stakeholders.

On behalf of the Board I extend my sincere gratitude to all those who contribute to the success of the Irish Football Association. Together we continue to shape a future that upholds the values, integrity and ambitions of our organisation.



Stephen Martin
Chairman
Date: 01 May 2025

IRISH FA GOVERNANCE HIERARCHY



BOARD



STEPHEN MARTIN OBE QPM

Chairman and
Independent Director
Appointed: June 2020

Stephen is the Deputy Chief Constable of the Civil Nuclear Constabulary, a police service which protects the United Kingdom's major nuclear infrastructure and nuclear material in transit. He was previously a police officer in Northern Ireland for nearly 34 years, concluding in 2020 as the Deputy Chief Constable of the PSNI. Stephen is also a Non-Executive Director/ Harbour Commissioner with Belfast Harbour, Ireland's second-largest port, and he sits on the King's Trust Northern Ireland Advisory Committee. He is a Chartered Director, a Fellow of the Institute of Directors and a Fellow of the Chartered Institute of Personnel and Development. Stephen is a member of the Association's Remuneration Committee, Chairman's Committee, Nominations Committee and Sustainability Committee.



CONRAD KIRKWOOD

President
Appointed: June 2021

Conrad has been a civil servant for 37 years. He has an MBA and is a Harvard Alumnus, having attended the John F. Kennedy School of Government in the USA. Conrad has been involved in football administration at club, league, divisional and national level and was previously club Secretary of Abbey Villa FC for 21 years. He was formerly Chairman of the IFA Stadium Development Company Board, an Irish FA Director for nine years and is a member of the Institute of Directors. He is a member of the UEFA Sustainability Committee. He is also a member of the Association's Chairman's Committee and Nominations Committee. Conrad volunteers as a Governor of Longstone Special School.



NEIL JARDINE

Vice Chairman and
First Deputy President
Appointed: June 2021

Neil has been a member of the Fermanagh & Western Football Association since 1994 and is currently Chairman of the Fermanagh & Western Football League and Secretary of the Fermanagh & Western Football Association. Neil joined the Irish FA Council in 1997. He has also been a member of the UEFA HatTrick Committee since 2011, and he is a member of the Association's Chairman's Committee, Nominations Committee, Remuneration Committee and Sustainability Committee. He also acts as an independent advisor to the Cymru Football Foundation's Facility Panel. Outside of football, Neil runs his own business as a freelance electrical estimator and project manager. He has been Chairman of the Board of Governors of Enniskillen Integrated Primary School since 2004 and is a past Secretary of the Rotary Club of Enniskillen.



COLIN MCKENDRY

Second Deputy President
Appointed: June 2021

Colin is the major shareholder of McKendry Group, which has been operating for over 30 years. He is currently a Board Member of Coleraine FC, having previously acted as Chairman for 14 years before stepping aside in early 2025. He also sits on the Board of the Northern Ireland Football League (NIFL) as Vice Chairman and represents Coleraine FC on the Premiership Management Committee. Colin has been involved in the Super Cup NI tournament and the North West 200 motorcycle event through sponsorship and continues to support these events outside of football. Colin is currently the Board AntiDoping Champion.



HELEN KIRKPATRICK MBE

Senior Independent Director
Appointed: August 2017

Helen is a non-executive director of NTR plc and of Origin Enterprises plc. Helen is the chair of QUBIS, the spin-out company of Queen's University Belfast. Helen has a BA (Hons) Business Studies from Ulster University, is a Fellow of Chartered Accountants Ireland and is a member of the Chartered Institute of Marketing. She is also a Fellow of the Institute of Directors. Helen is Chair of the Association's Remuneration Committee, the Governance Review Committee and the National Football Centre Committee.



NORMAN MCKEOWN

Independent Director
Appointed: December 2016

Norman is a graduate in Economics and a Fellow of Chartered Accountants Ireland. He has acquired substantial financial experience across a broad range of businesses and has held a number of executive positions including Group Finance Director at UTV Media Plc. Norman is also a Non-Executive Director of Northern Ireland Co-Ownership Housing Association Limited and Mutual Energy Limited. Norman is the Chair of the Association's Audit and Risk Committee and acts as board observer at meetings of the IFA Stadium Development Company Board.



MICHAEL WILSON

Director
Appointed: December 2019

Michael is a retired bank official. He has been involved with his junior club since 1977. He is a former player and a former committee member. He is a Council member of County Antrim FA, acting as Treasurer from 2005, and was a member of Irish FA Council from 2007 until 2019 when elected to the Irish FA Board. Since 2015 Michael has been a committee member of the Down Area Football League. In 2019 he took on the role of Treasurer of the County Down SuperCupNI Committee. Michael is a member of the Association's Audit and Risk Committee and acts as board observer at meetings of the Irish FA Foundation Board.

BOARD CONTINUED



CHERYL LAMONT CBE DL
Director
Appointed: March 2021

Cheryl is a retired Chief Executive Officer of a high-profile public service organisation in Northern Ireland. She is a professionally qualified social worker, holds a master's in business administration and is a Churchill Fellow, having undertaken international research in domestic violence in the USA. Cheryl was appointed to the position of Deputy Lieutenant in the County Borough of Belfast in September 2022. Cheryl became a member of the RQIA in February 2023 by public appointment. Cheryl was appointed President of the County Antrim FA in September 2020 and has been the Irish FA representative on the UEFA Women's Committee since September 2019. Cheryl is currently the Board Safeguarding Champion.



MERVYN MARTIN
Director
Appointed: March 2021

Mervyn is a retired IT consultant and former director of a travel agency. He played and refereed for a number of years before being appointed as Hon. Secretary of the Northern Amateur Football League in 1990. Mervyn is currently Vice-Chair of the Board of the Northern Amateur Football League Limited. Mervyn was elected to the Irish FA Council in 1995 on behalf of the County Antrim Football Association and has served as a member of both the Irish Cup and Intermediate Cup Committees over a number of years. Outside of football, Mervyn enjoys volunteering and is a trustee of the Saintfield Community Association.



SIMON MCCOY
Director
Appointed: March 2021

Simon is a retired safety engineer, having worked within the electricity supply industry for 44 years. He is involved with Holywood Football Club in a variety of roles and was recently involved with Bangor Swifts. This involvement led to membership of the Down Area Winter Football League and the County Antrim Football Association. Simon is currently the treasurer for Down Area Winter Football League and was previously the Chair of the County Antrim Football Association Junior Committee. Simon joined the Irish FA Council in 2011 and was a long serving member of the Association's Disciplinary Committee prior to his appointment to the Board. Simon is also a member of the Association's Remuneration Committee.



SAM DENNISON
Director
Appointed: November 2021

Sam has been involved in the junior game since 1988 and has fulfilled the club roles of Chairperson, Vice Chair, Treasurer and Secretary. He was nominated to the Irish FA Council in 2014 and was involved in a number of committees prior to his election to the Board. In 2019 Sam was elected as President of the Fermanagh and Western League, a role he retains to date. Since the 2022-23 season, Sam has fulfilled the role of NIFL Match Observer. He was also appointed by UEFA as a Match Delegate for the 2023-25 mandate. Sam qualified as a teacher in 1996 and has been a Primary School Principal since 2006. He has Postgraduate qualifications in Education, School Headship and IT. Sam is currently a committee member of both the Drumquin Historical Society and Seskinore Rural Community Group. He has written two books, the most recent in 2024 on the War Dead of Drumquin. Sam is also an associate assessor for Stranmillis College.



MICHAEL MEZZA
Director
Appointed: June 2022

Michael is a member of the Board of the Northern Amateur Football League Limited (NAFL). He is an experienced football administrator and has 20 years' experience within NAFL, the County Antrim Football Association and the Irish FA. He has recently completed a two-year term as Chairperson of the County Antrim Football Association's Junior Shield Committee. He is a committed trade unionist, serving as an Industrial Relations Representative for the Communication Workers Union within Royal Mail, where he also serves as a Mental Health Ambassador. Michael is also a recent graduate of UEFA's Certificate in Football Management (CFM) after undertaking and completing the course in Dublin.

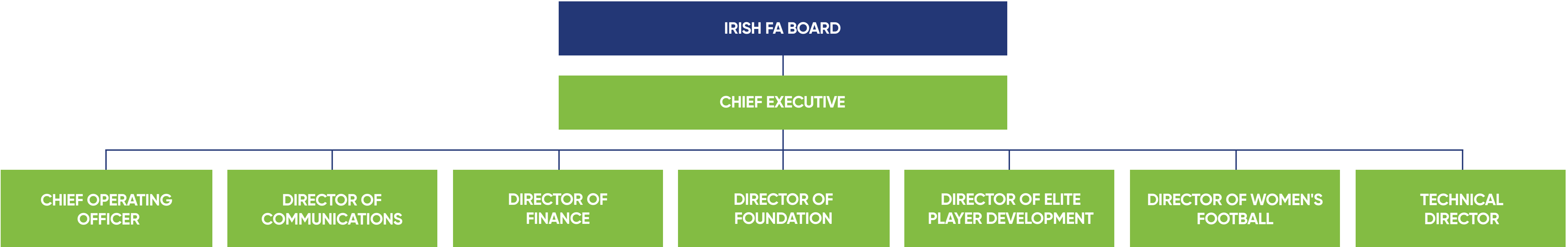


REBEKAH SHEARER
Company Secretary
Appointed: November 2021

Rebekah is a qualified solicitor and joined the Irish FA as Discipline Manager in 2015. In 2019 she completed the UEFA Certificate in Football Management. Rebekah is responsible for all legal and company secretarial matters including areas such as disputes or disagreements, commercial contracts and any other issues that require specialist legal knowledge.



SENIOR LEADERSHIP TEAM



ROLE	INCUMBENT (Joined Association)	MAIN RESPONSIBILITIES
Chief Executive	Patrick Nelson (2009)	Overall management of the Association and leadership of the SLT
Chief Operating Officer	Graham Fitzgerald (2017)	Football operations, ICT, people and culture, sales and marketing, refereeing, stadium operations, projects and tournaments
Director of Communications	Danny Lynch (2019)	Media relations, internal and external communications including social media channels, public affairs
Director of Finance	Niall McClean (2022)	Finance, legal and governance, insurance, company secretariat
Director of Foundation	James Thompson (2022)	Football development, including schools, disability, grassroots, community relations, fundraising
Director of Elite Player Development	Andy Waterworth (2021)	Elite football up to U17 level including all aspects of the residential academy
Director of Women's Football	Angela Platt (2021)	All aspects of women's and girls' football, international and domestic
Technical Director	Aaron Hughes MBE (2022)	Continuous improvement in elite football through the creation of a high-performance culture supported by an aligned vision and strategy

UEFA GOVERNANCE PRINCIPLES



Effective governance is a key element in ensuring that the Irish FA functions properly and UEFA has developed 10 good governance principles to help its 55 member associations to reinforce and develop good governance practices in their own countries.

These principles are recommended to each association as a means of strengthening their everyday work, policies, visions and strategies with the overall wellbeing of European football in mind. This report demonstrates how the Irish FA has fully adopted the principles and is committed to the highest standards of football and corporate governance.



1. CLEAR STRATEGY

Associations should have a clear, transparent business strategy, which should be the result of an inclusive internal and external strategy development process. The strategy should be evaluated on a regular basis and, for the sake of transparency, be published.

'A Roadmap For Football 2022-2027', the Irish FA's five-year corporate strategy, was launched in January 2022. The strategy was developed by the Association's Board and Senior Leadership Team and consulted widely on with stakeholders from all aspects of the football family across Northern Ireland. The strategy is published on the Irish FA website and progress updates are published regularly. Commencing in December 2023, being the mid-point of the strategy period, a thorough review of all strategic actions along with their corresponding strategic pillars was conducted by the Association. This review involved senior staff along with the Irish FA Board and was completed in February 2024



2. STATUTES

UEFA expects member associations to maintain modern statutes that are fit for purpose. In this respect particular attention is placed on the recommendation to establish fixed terms and/or age limits for presidents and board members to avoid excessive power being concentrated in single persons through a system of checks and balances, and to ensure balanced gender representation not only on the association boards but also in the corresponding league and club bodies.

The Irish FA maintains a comprehensive suite of modern statutes comprising its Articles of Association and Football Regulations and provides the opportunity to revise and amend its statutes each year at the Annual General Meeting. Fixed terms are established for the President and all Board members. Controls are in place to avoid excessive concentration of power in one person while, at the same time, ensuring continuity in the work of relevant bodies such as committees. The Irish FA actively encourages balanced gender representation throughout all the structures within its governance framework and this remains a key priority for the Association.



3. STAKEHOLDER INVOLVEMENT

National associations are called to recognise and consult regularly with their various stakeholders, both those that belong to the football family (ie clubs, leagues, players, coaches, referees and supporters) and other interest groups such as political bodies, media and relevant NGOs who are important partners for the overall development of football at national level.

All major stakeholders within football in Northern Ireland are represented on the Irish FA Council which is at the apex of the Irish FA hierarchy. The Irish FA is in regular consultation with a broad range of football stakeholders, including supporters, clubs, leagues, officials and NGOs. Ongoing media engagement is an integral part of the Irish FA communications strategy and topical issues involving football are the subject of constant dialogue with the Northern Ireland Assembly and UK Government.



4. PROMOTION OF ETHICAL VALUES, INTEGRITY AND GOOD GOVERNANCE

National associations are invited to include ethical values, integrity rules and good governance as priority objectives in their statutes. Moreover, with respect to ethical matters, associations are free to decide whether they want to address them in their disciplinary regulations or by means of a specific code of ethics.

Ethical principles are central to our core values of: Progressive, Inclusive, Transparent, Collaborative, Healthy & Safe, Excellence and Socially Responsible (PITCHES). The Irish FA has a Code of Conduct and Disciplinary Code which have sufficient provisions to deal with all ethical matters along with a robust policy on conflicts of interest, with all Irish FA staff, Board and Committee members making a conflict of interest declaration annually. The Articles of Association also provide for an independent Disciplinary Committee free from pressure or interference.

UEFA GOVERNANCE PRINCIPLES CONTINUED



5. PROFESSIONALISM OF COMMITTEE STRUCTURES

An association’s committees have a very important role; therefore, not only are clear stipulations regarding the work, responsibilities and composition of every committee strongly recommended, but also fair gender representation and a balance of interests.

The Articles of Association of the Irish FA include a list of committees that operate within the Association and the Terms of Reference for each committee include clear definitions regarding the work, responsibilities and composition of the committees, including appointment rules and members’ qualifications. Many of the committees provide for the appointment of external independent experts with specific knowledge to assist the working of the committee. Committees regularly report to the Board of the Irish FA which ensures the flow of proper communication to and from each committee and throughout the governance structures of the Association.



6. ADMINISTRATION

The key element here is to guarantee that the administration, ie those who run the association’s day-to-day business, is protected from undue political interference.

The governance structure of the Irish FA has sufficient layers and adequate safeguards to ensure that it is free from undue political influence on operational matters and daily decisions. The Irish FA is an equal opportunities employer with a commitment to providing parity of opportunity in employment to all persons irrespective of age, gender, marital status, disability, religious belief, race, political opinion, sexual orientation, and those either with or without dependents. All appointments are made based on merit plus every position has a job description and is graded through a job evaluation matrix.



7. ACCOUNTABILITY

Under this heading UEFA addresses the need to safeguard national associations from mismanagement. Therefore double signature systems, proper risk management programmes, budgeting and definition of duties and responsibilities are all deemed as essential.

The Irish FA has an approval matrix and a scheme of delegation that ensures appropriate and segregated authorisations are in place for key decisions. Detailed financial budgets are prepared annually, and forecasts are updated monthly. There are clear budget owners for each area of the business and actual performance is tracked, reported and compared to the forecast each month. The Association maintains insurance cover for a range of insurable risks.



8. TRANSPARENCY IN FINANCIAL MATTERS AND CORPORATE DOCUMENTS

The need for transparency is highlighted, especially in financial matters. National associations are therefore called upon to have transparent financial structures and strict financial controls, both internal and external. Moreover, for the sake of transparency towards the various stakeholders, certain documents should be made publicly available.

The Irish FA is subject to regular internal and external financial audits from both UEFA and FIFA as well as statutory inspection from government departments such as HMRC. All financial procedures and controls are transparent, and the financial results are presented to the members at the Annual General Meeting each year. The Annual Report and Financial Statements as well as other relevant corporate documents are accessible on the Irish FA website and all requisite filings are submitted to the Companies’ Register making them publicly available.



9. COMPLIANCE

UEFA recommends that associations implement a strong compliance policy and culture to ensure that statutes and regulations are adhered to.

The Irish FA has dedicated procedures and resources for checking that statutes and regulations are adhered to, and that all operations and activities are compliant with laws and legislation. An ongoing programme of internal audit reviews helps maintain a strong culture of compliance.



10. VOLUNTEER PROGRAMMES

Considering that an association’s overall goal should be to stimulate participation in football, associations are recommended to have effective grassroots and volunteer programmes to boost active involvement, especially among young people.

The Irish FA has a very successful volunteering programme known as “People and Clubs”. The programme aims to make volunteering in football as attractive as possible as well as making it easy for those involved in delivering football to realise their ambitions within the game. The volunteer plan and its implementation are designed to support clubs to provide the best possible experience for players and volunteers alike.

GOVERNANCE REPORT

THE COUNCIL

At the apex of the Irish FA governance framework is the Council, which is a body that is representative of the overall membership of the Association. The primary function of the Irish FA Council is to act on behalf of the members and all those with a material interest in association football in Northern Ireland. Council members are nominated annually. See table (right) for current make-up.

Whilst the Board is the ultimate decision-making authority of the Association, the Council provides an important forum for members to discuss and debate matters of importance for the organisation and to provide a collective view to the Board.

Council members are permitted to serve a maximum of 15 years on Council and the tenure of any member must not extend past their 75th birthday. The Council has a quorum of 20 members in attendance.

COUNCIL TENURE

COUNCIL TENURE			
0-5 years	6-10 years	11-15 years	Total
27	6	12	45

The Council meets at least four times in each year:

- to elect the Office Bearers and other members of the Board
- to review reports from the Board and Football Committee as to the affairs of the Association

NOMINATING BODY	NUMBER OF REPRESENTATIVES
Office Bearers	3
County Antrim FA	14
Mid Ulster FA	8
North West FA	6
Fermanagh and Western FA	4
NI Football League	6
NI Schools' FA	1
NI Youth FA	1
NI Referees' Association	1
Amalgamation of NI Supporters' Clubs	1
Total	45
Honorary Life/Vice Presidents (no voting rights)	4

- to consider and advise on specific questions which may be addressed to it by the Board and Football Committee
- to provide a forum for discussion about and consideration of significant issues for the development of association football in Northern Ireland
- to appoint an independent arbitration panel to adjudicate on disputes
- to nominate members to judicial committees

- to nominate members to serve on committees in accordance with Articles and Football Regulations
- to give advice to any committee of the Association.

Directors of the Board, with the exception of the Office Bearers, cannot be members of Council but may attend and speak at Council meetings. Council members wishing to stand for election to the Board must be nominated by two members of Council.

The Chairman of the Irish FA Board attends Council meetings to report on Board activities.

THE BOARD

The Association is led and controlled by the Board, which is collectively responsible for the long-term and sustainable performance of the Association.

The Board's principal responsibilities are:

- to establish the vision, mission and values of the Association
- to set strategic objectives and provide the leadership to put them into effect
- to monitor and assess financial performance
- to embed a framework of controls which allow for the identification, assessment and management of risk
- to ensure the Association fulfils its obligations to members, employees, players and other stakeholders
- to oversee the recruitment and selection of key leadership personnel.



The effective discharge of these responsibilities is intended to achieve high standards of governance within the Association. The Board is acutely aware that good governance is a prerequisite to successful execution of the Association's strategy on a sustained basis and constantly strives to ensure that its policies and practices in this area are regularly reviewed and, where necessary, updated to reflect the evolution of the Association's activities.

The Board is accountable to stakeholders for all the actions of the company. The Articles of Association set out the rules agreed between members as to how the Association is run, including the powers and responsibilities of the directors.

The Irish FA has a highly committed and experienced Board, supported by the Senior Leadership Team (SLT), with the qualifications and experience necessary for the effective running of the Association.

GOVERNANCE REPORT CONTINUED

MATTERS RESERVED FOR THE BOARD

The Board has a schedule of matters specifically reserved for its decision-making and approval. These include responsibility for the overall management and performance of the Association and the approval of its long-term strategy and objectives.

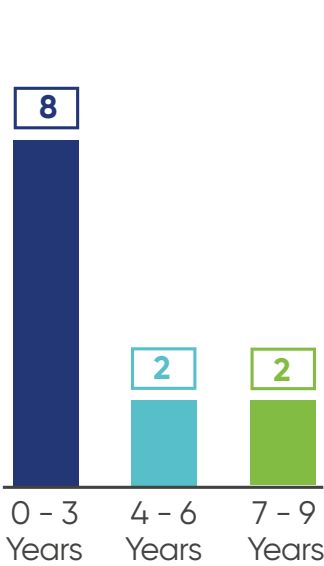
The matters reserved for decision by the Board are regularly reviewed and approved by the Board.

- Definition and approval of vision, mission, values and corporate strategies.
- Supervising the achievement of the long-term plan.
- Approval of annual financial budget and rolling full-year forecast.
- Approval of annual report and audited financial statements.
- Approval of annual pay award to employees.
- Appointment and remuneration of the Chief Executive, Men’s International Team Manager and Women’s International Team Manager.

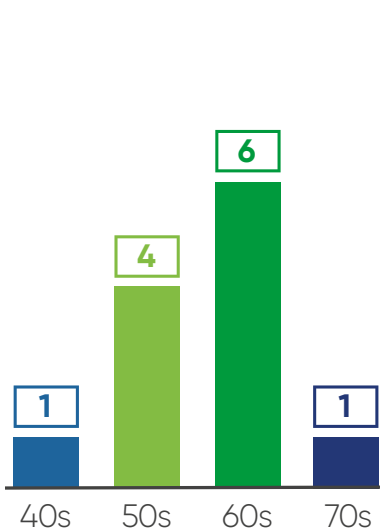
- Constitution of the interview panel for SLT appointments, to include both board members and Chief Executive.
- The approved panel is responsible for the appointment and initial remuneration of the Senior Leadership Team.
- Approval of the Corporate Risk Register.
- Approval of the scheme of Delegation to the Chief Executive.
- Approve who will represent the Irish FA at external events as required.
- Approval of contracts with:
 - Lifetime value >£500,000.
 - Single transaction value >£250,000.
 - Approval of applications for external grants >£50,000.

BOARD STATS

Tenure



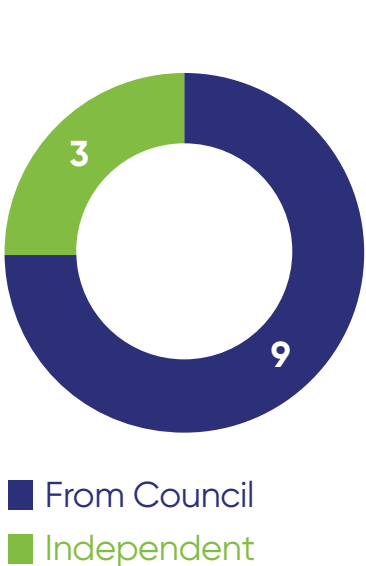
Age Profile



Diversity



Independence



GOVERNING DOCUMENTS

1. Articles of Association

The Articles of Association set out the rules agreed between members as to how the Association is run, including the powers and responsibilities of the directors.

2. Matters reserved to the Board

The formal schedule of matters specifically reserved for the Board’s decision includes responsibility for the overall management and performance of the Association and the approval of its strategy, long-term objectives, annual results and report, annual budgets, material agreements, major capital commitments, going concern and long-term viability statements and key policies.

3. Committee Terms of Reference

The Board is assisted by committees to which it delegates matters as appropriate. Each committee has full terms of reference that have been approved by the Board and are reviewed and updated at appropriate intervals.

4. Delegation of Authorities

The Irish FA Delegation of Authorities is an internal document that sets out the delegations below Board level. It provides a structured framework to ensure the correct level of scrutiny of various decisions covering matters including commercial contracts, capital expenditure and HR decisions.



GOVERNANCE REPORT CONTINUED

BOARD COMPOSITION

Good corporate governance requires that the Board should contain a balance of skills, experience, independence and knowledge of the Association. Board composition is regularly reviewed to ensure the requisite mix of skills and experience is maintained and to ensure the proper functioning of the Board. Before the appointment of a director is confirmed, the Chairman establishes that the prospective director can commit the time and effort necessary to fulfil their duties, in terms of availability both to prepare for and attend meetings and to discuss matters at other times.

The Board shall consist of 12 members and is comprised as follows:

Board and committee members observe the Association's Code of Conduct and Code of Ethics. Board members maintain good working knowledge of developing guidance in the field of corporate governance and behave not in a narrow representative capacity but as directors independent of sectional interest and with responsibility for the whole range of the Association's business.

The Association ensures that terms of appointment for each director are agreed, and that a service agreement is signed with effect from the date of appointment. No directors receive remuneration for their membership of the Board.

DIRECTORS	NOMINATING BODY	TENURE
3 x Office Bearers	By and from Council	Elected annually. Eligible to serve a maximum of five years in each role.
6 x other members (at least one of whom shall be a representative of a women's club)	By and from Council	Three years and eligible for re-election for a maximum of two further three year periods.
2 x independent members	Co-opted by the Board following public advertisement and endorsement by the Council	Three years and eligible for re-election for a maximum of two further three year periods. Discretion to extend by one further year where continuity and experience is required.
1 x member with skill or experience not otherwise available to the Board	Co-opted by the Board following public advertisement and endorsement by the Council	One year renewable, following endorsement by Council, for a maximum of eight further years.

GOVERNANCE REPORT CONTINUED

BOARD MEETINGS

The Board meets at least six times per year to discuss and agree on the various matters brought before it, including updates from Board sub-committees.

The Chairman, in conjunction with the President, the CEO and the Company Secretary, plans an annual programme of business prior to the start of each financial year, considering outputs from the annual review of Board effectiveness.

This ensures that essential topics are covered at appropriate times, and that space is built in to give the Board the opportunity to have in-depth discussions on key issues.

The programme of business is prepared in conjunction with the annual programme for the SLT meetings, to ensure consistency and fluid reporting to the Board as and when required.

All directors are expected to attend all Board and relevant Committee meetings. Details of attendance by directors at meetings during the year are set out in this section. Directors who were unable to attend specific meetings reviewed the relevant papers and provided their comments to the Chairman of the Board or Committee. Any director who misses a meeting will, as a matter of course, receive the minutes of that meeting for reference.

Once a year the Chairperson of the IFA Stadium Development Company Limited and the Chairperson of the Irish FA Foundation Limited attend a meeting of the Board to report and update on all salient matters pertaining to the operations and strategic development of their respective entities.

Roles & Committees					Current Directors	Feb	Apr	Jun	Aug	Oct	Dec
R	C	N	S	F	Stephen Martin OBE QPM	●	●	●	●	●	●
	C	N		F	Conrad Kirkwood	●	●	●	●	●	●
R	C	N	S	F	Neil Jardine	●	●	●	●	●	●
					Colin McKendry	○	●	○	●	●	●
R			S	F	Helen Kirkpatrick MBE	●	●	●	●	●	●
				F	Norman McKeown	●	●	●	●	●	●
				A	Michael Wilson	●	●	●	●	●	●
					Cheryl Lamont CBE DL	●	●	●	○	●	●
					Mervyn Martin	●	●	●	●	●	●
R					Simon McCoy	●	●	●	●	●	●
					Sam Dennison	●	●	●	●	○	○
					Michael Mezza	●	●	●	●	●	○

- R Member of Remuneration Committee
- C Member of Chairman's Committee
- N Member of Nominations Committee
- S Member of Sustainability Committee
- F Member of National Football Centre Committee
- A Audit & Risk Committee
- D Board Anti-Doping Champion
- S Board Safeguarding Champion
- Attended
- Absent

GOVERNANCE REPORT CONTINUED

DIVISION OF RESPONSIBILITIES

The Board appoints the Chief Executive to whom it delegates management decisions in accordance with a written Scheme of Delegation adopted by it.

The roles of the Chairman, Chief Executive and Senior Independent Director are clearly defined below.

Chairman

Key responsibilities

- The effective running of the Board
- Lead the Board in setting strategy and bringing direction and focus on delivery
- Facilitator of the decision-making process
- Providing challenge
- Ensuring the Board receives accurate, timely and clear information
- Perform annual appraisals of directors and CEO
- Ensure the Association observes high standards of corporate governance

Chief Executive Officer

Key responsibilities

- Management of the Association
- Developing, proposing and implementing strategy
- Implementing Board decisions
- SLT leadership
- Maintaining an active dialogue with the chairman
- Leading stakeholder relations including with government and UEFA/FIFA
- Participation at IFAB

Senior Independent Director

Key responsibilities

- Supporting the Chairman on governance issues
- Acting as a sounding board for the Chairman and a trusted intermediary for other directors
- Leading the annual review of the Chairman's performance





GOVERNANCE REPORT CONTINUED

MANAGEMENT RESPONSIBILITIES

The Board delegates authority for the executive management of the company to the CEO, other than those matters reserved for decision by the Board and matters delegated to committees of the Board.

The Irish FA Scheme of Delegation is an internal document that sets out the delegations below Board level. It provides a structured framework to ensure the correct level of scrutiny over decisions on matters such as contracts, capital expenditure and HR decisions. Amendments to the Irish FA Scheme of Delegation are reviewed and approved by the Board.

The Senior Leadership Team (SLT) of the Association is responsible for the day-to-day operational management of the organisation. The concept of the SLT is that although the CEO has complete day-to-day responsibility based on delegation from the Board, senior leaders take responsibility for individual areas of the business, and also work together as a team to ensure that matters such as culture, fairness, progress and knowledge sharing are kept to the fore.

There is a monthly SLT meeting with a clear agenda, minutes taken and action points recorded. Each SLT member provides an update on their area during the meeting, seeking support and advice from the CEO and other SLT members as needed.

BOARD INFORMATION

Both at its periodic meetings and in separate briefing sessions between directors and senior management, the Board is kept fully apprised of all significant developments likely to affect the Association's performance and perception. The Board recognises its overall responsibility for the Association's system of internal control and for monitoring its effectiveness.

All activity is organised within a defined structure with formal lines of responsibility and delegation of authority.

The Association produces information packs on a regular basis which are distributed to directors to enable the Board to monitor operational and financial performance and as a result allocate the Association's resources. The CEO prepares and presents a detailed written update report to all Board meetings covering significant matters since the date of the last meeting.

BOARD TRAINING, APPRAISAL AND DEVELOPMENT

Directors receive induction on joining the Board and undertake training relevant to their responsibilities, providing detail thereof for training records maintained by the Association. Each director submits themselves for annual appraisal by the Chairman. Annual appraisal of the Chairman is undertaken by the Senior Independent Director.

INTERNAL CONTROL

The Board has overall responsibility to ensure that the Association's internal control system is comprehensive, coherent and responsive to the evolving environment in which the Association operates. The Board is also responsible for maintaining a sound system of risk management and internal control that is sufficient to meet its strategic objectives, whilst effectively reducing risks to an acceptable level. The Association has built a robust framework of internal control around risk identification, impact assessment, probability of occurrence and mitigation strategies that has been in place for the year under review and up to the date of approval of the Annual Report and Financial Statements.

GOVERNANCE REPORT CONTINUED

STAKEHOLDER ENGAGEMENT

The Association has a very wide range of stakeholders, both inside and outside the ‘football family’. In relation to formal stakeholder management, divisional associations, the senior division of NIFL and all organisational members (for example the referees’ association, the youth and schools’ associations and others) are entitled to nominate members to the Council of the Association.

Outside of this formal stakeholder management, strong relations are maintained with other key stakeholders in the Northern Ireland economy. These include Ministers and MLAs at Stormont, key officials in government departments such as Communities, Health, Economy and Education, local Council elected members and senior staff, and senior leaders at other sporting bodies such as Sport Northern Ireland, Ulster GAA, Ulster Rugby and the Northern Ireland Sports Forum. The Special EU Programmes Body is another key strategic stakeholder with whom we maintain a valued relationship. Regular consultation and information exchange sessions are held with representatives from The Amalgamation of Official Northern Ireland Supporters’ Clubs and the Association’s communications team leads on maintaining close relationships with key media personnel across broadcast, print and social media channels.

BOARD COMMITTEES

There are a number of board sub-committees that assist the Board in achieving its objectives in specific areas of operations. Each committee represents an essential part of the corporate governance process and has clear reporting procedures and scope defined in a bespoke terms of reference. Committee chairs provide leadership to the committee and assist in translating the Board’s goals into an agenda for committee meetings. There are currently six board committees.

AUDIT AND RISK COMMITTEE

Membership

Norman McKeown (Chairperson)
Michael Wilson
Ryan Adams (Foundation representative)
Maurice Johnston (SDC representative)
Patrick Anderson (Independent)
Siobhan Barclay (Independent)

The Audit and Risk Committee’s role is to assist the Board with the discharge of its responsibilities in relation to internal controls and external audits particularly with respect to the integrity, reliability and transparency of published financial information. The Audit and Risk Committee has formal meetings prior to the publication of the annual report and additional meetings at least four times per year. At each meeting the performance and findings of the internal audit team are reviewed, including any outstanding audit actions.

The Audit and Risk Committee considers and challenges the external independent auditors on their audit plan and approach before commencement of the fieldwork. The external independent auditors attend Audit and Risk Committee meetings to present their audit plan, explain the audit findings and present their audit report prior to the publication of the annual report.

The Audit and Risk Committee sets its own agenda in line with best practice and although only Committee members have the right to attend its meetings, the Committee has from time to time invited other parties to attend. On several occasions during the year the Committee interacts with the internal and external auditors and senior management of the Association to review matters under its remit.

The chair of the Committee subsequently reports on the activities of the Committee and matters of particular relevance to the Board. All members of the Audit and Risk Committee have financial experience of other relevant entities either currently or in the recent past.

REMUNERATION COMMITTEE

Membership

Helen Kirkpatrick (Chairperson)
Stephen Martin
Neil Jardine
Simon McCoy

The Remuneration Committee meets periodically to determine the remuneration of the senior executives. Remuneration levels are set in order to attract and retain the senior executives needed to run the Association based on objective comparable market data. In addition the Remuneration Committee provides guidance and direction into all major compensation-related policy decisions by the Association.

CHAIRMAN’S COMMITTEE

Membership

Stephen Martin (Chairperson)
Conrad Kirkwood
Neil Jardine
Patrick Nelson

The Chairman’s Committee is authorised to act on behalf of the Board during the intervals between Board meetings. It deals only with matters of a time-critical nature or those specifically remitted to it as and when directed by the Board by resolution at a Board meeting.





GOVERNANCE REPORT CONTINUED

NOMINATIONS COMMITTEE

Membership

- Stephen Martin (Chairperson)**
- Conrad Kirkwood**
- Neil Jardine**
- Patrick Nelson**

The Nominations Committee straddles all committees of the Board as well as the Board itself. Its remit covers the current and future composition of all these forums, with the exception of the appointment of a new chair of the Board.

SUSTAINABILITY COMMITTEE

Membership

- Helen Kirkpatrick (Chairperson)**
- Stephen Martin**
- Neil Jardine**
- Orla Smyth (SDC representative)**
- David Martin (Foundation representative)**

The role of the Committee is to represent the Board in developing and implementing the Irish FA's sustainability strategy, including its review of the policies, programmes, practices, targets and initiatives of the Irish FA and its subsidiaries.

NATIONAL FOOTBALL CENTRE COMMITTEE

Membership

- Helen Kirkpatrick (Chairperson)**
- Conrad Kirkwood**
- Neil Jardine**
- Patrick Nelson**
- Stephen Martin**
- Norman McKeown**
- Maurice Johnston**

The Committee was created in 2023 to progress the strategic objective of developing an international class training and development centre. The Committee will consider delivery risks and funding approaches as part of their remit and will feed back to the Board on a regular basis.

OTHER COMMITTEES

Other Irish FA committees include:

- Licensing Committee**
- Disciplinary Committee**
- Appeals Committee**
- Licensing Appeals Committee**
- Football Committee**
- Player Status Committee**
- National Cup Committees x 4**
- Referees' Committee**

Members appointed by Council to Judicial Committees, which includes the Disciplinary, Appeals and Licensing committees, shall not be a member of any other Irish FA committee or body within the Association.

INTERNAL AUDIT

The internal audit function which is performed by EY, an independent professional provider, carries out work across the company on a rolling work plan, providing assurance and advice to help the organisation identify and mitigate potential control weaknesses. Both the internal audit and risk management functions have a role in identifying emerging risks that may threaten achievement of the Association's strategic priorities. Prior to the start of the financial year, the Audit and Risk Committee reviewed and agreed the audit plan to be undertaken by the internal audit team during the year ahead. The audit plan coverage is based on risk, strategic priorities and consideration of the strength of the control environment.

The Committee reviewed the results of the internal audit reports during each meeting, looking in detail at any reports where processes and controls required improvement or any reports that were particularly pertinent to delivery of strategic objectives or priorities.

The Committee was also provided with regular updates, including:

- Internal audit findings
- Agreed actions and progress against previous outstanding actions
- Management's responsiveness to the findings and recommendations
- The development of the overall control environment

Where internal or external circumstances gave rise to an increased level of risk, the audit plan was modified accordingly during the year. Any changes to the agreed audit plan were presented to and agreed by the Committee.

ANNUAL GENERAL MEETING

At the AGM the Finance Director summarises the financial results and performance of the Association. Stakeholders are invited to ask questions formally during the meeting and to follow up on these discussions with the directors afterwards.

We look forward to welcoming our stakeholders to our AGM in June 2025 and to updating them on our Association developments.

CONFLICTS OF INTEREST

In order to identify and manage conflicts of interest, all members of the Board and committee are required to promptly notify the Chairman and Company Secretary in advance of any matters where there is a reasonable likelihood that such matter could give rise to an actual or perceived conflict of interest. In such circumstances members would withdraw from any consideration of the matter.

GOVERNANCE REPORT CONTINUED

EQUALITY, DIVERSITY AND INCLUSION

The Irish FA is fully committed to the principles of equality of opportunity and will ensure that everyone who wishes has an equal opportunity to participate in football at all levels and in all roles. We work with our members and partners to enable football to be an accessible and inclusive sport that provides opportunities for enjoyment and achievement at all levels.

WHISTLEBLOWING

The Association has in place a whistleblowing policy which enables stakeholders including employees and volunteers of the Association to confidentially report matters of concern.

SAFEGUARDING

The Irish FA insists on the highest standards to safeguard children and adults at risk. The Board is committed to raising safeguarding awareness and creating a culture where safeguarding responsibilities and procedures for raising concerns are widely understood and embedded in our values. The Board has nominated one director to the role of Safeguarding Champion on behalf of the Board and the role has specific terms of reference to govern its responsibilities.

INSURANCE

The Association is required to have sufficient insurance in place to protect its operations against the impact of insurable events. Where possible and cost-effective, the Association seeks to insure itself against the risks it faces.

FAIR, BALANCED AND UNDERSTANDABLE

The Board as a whole is responsible for the preparation of the Annual Report and Financial Statements and ensuring that it is fair, balanced and understandable. Drafts of this document have been reviewed by the relevant Committee Chairs and other Board members. The Board requested that the Audit and Risk Committee review the Annual Report in detail and provide its

opinion. The Audit and Risk Committee concluded that it considers the Annual Report to be fair, balanced and understandable, and that it provides stakeholders with information necessary to assess the Association's position, performance, business model and strategy. In arriving at this conclusion, the Board's review draws on its collective knowledge of the Association, which is regularly updated by management reports and presentations scheduled Board and committee meetings and other business updates provided between meetings.

HEALTH AND SAFETY

The Irish FA is committed providing a safe environment for all staff, players, spectators, and visitors across its operations, including the management of the National Football Stadium at Windsor Park. The Association complies with all relevant health and safety legislation and continually reviews its policies and procedures to ensure high standards are maintained. Regular training, risk assessments and stadium safety audits are conducted to promote a culture of safety and well-being. The Board is updated on health and safety matters at every Board meeting.





UEFA Nations League: Northern Ireland v Belarus

AUDIT AND RISK COMMITTEE REPORT

On behalf of the Audit and Risk Committee, I am pleased to introduce the Audit and Risk Committee Report for the year ended 31 December 2024. The purpose of the report is to provide an insight into the key activities of the Committee over the last 12 months.

The Committee's principal responsibilities are to assist the Board in its oversight duties relating to internal control and risk management, financial reporting, external audit and internal audit. The remit of the Audit and Risk Committee extends across the Irish FA Group comprising Irish Football Association Limited and its subsidiaries IFA Stadium Development Company Limited and Irish FA Foundation Limited.

The Committee for 2024 consisted of two Board members, two independent members and one Board member each from the Irish FA Foundation Ltd and IFA Stadium Development Company Ltd. The members bring a broad range of experience and expertise which is vital in supporting effective governance.

The Terms of Reference (ToR) sets out the duties of the Audit and Risk Committee, while the table below outlines the main activities performed against the ToR during 2024.



AUDIT AND RISK COMMITTEE REPORT CONTINUED

DUTY	ACTIVITIES CARRIED OUT IN 2024
General	<ul style="list-style-type: none">• Maintained a brief of applicable laws and regulations and their impact upon the Association.
Financial reporting	<ul style="list-style-type: none">• Monitored the financial performance of the Association at each meeting throughout the year, receiving updates on performance and projections.
	<ul style="list-style-type: none">• Reviewed the Annual Reports to ensure that they are fair, balanced and understandable and that appropriate accounting standards, estimates and judgements have been applied.
	<ul style="list-style-type: none">• Considered the going concern assumptions and viability of the Association.
	<ul style="list-style-type: none">• Reviewed the clarity and completeness of the financial and non-financial disclosures in the Annual Report and Financial Statements.
	<ul style="list-style-type: none">• Maintained oversight of treasury management and performance.
Internal controls and risk management	<ul style="list-style-type: none">• Reviewed and monitored the effectiveness of the Association’s internal controls and risk management processes.
	<ul style="list-style-type: none">• Ongoing review of the risk register along with emerging risks facing the Association.
	<ul style="list-style-type: none">• Ensured that risks were identified and considered with appropriate responses.
	<ul style="list-style-type: none">• Updated existing and approved new policies and procedures.
	<ul style="list-style-type: none">• Received an update on the existing cyber security environment of the Association.
Whistleblowing and fraud	<ul style="list-style-type: none">• Received safeguarding updates at each committee meeting, reflecting its status as the Association’s key risk.
	<ul style="list-style-type: none">• Reviewed the Irish FA’s procedures and effectiveness of preventing and detecting internal fraud.
Internal audit	<ul style="list-style-type: none">• Considered the impact of workplace fraud on corporate reputation.
	<ul style="list-style-type: none">• Regularly met with the internal audit team, EY, at each committee meeting throughout the year to discuss their work.
	<ul style="list-style-type: none">• Monitored progress against the Association’s internal audit plan.
	<ul style="list-style-type: none">• Reviewed reports detailing the results of all internal audits and monitored management’s responsiveness to the findings and recommendations.
External audit	<ul style="list-style-type: none">• Reviewed progress on implementation of actions identified in previous internal audits.
	<ul style="list-style-type: none">• Regularly met with the external audit team, PwC, to discuss the audit planning and execution.
	<ul style="list-style-type: none">• Assessed the effectiveness of the external audit process including the independence and objectivity of the external auditor.
	<ul style="list-style-type: none">• Reviewed the report on its audit with their comments and issues identified along with management’s responses.





Craig Stanfield Junior Cup Winners 2024: Enniskillen Rangers

AUDIT AND RISK COMMITTEE REPORT CONTINUED

Looking ahead to 2025, the key areas of focus for the Committee will be:

- **Safeguarding and welfare** – this area remains a key priority with an update report presented to the committee at each meeting.
- **Internal controls** – the internal control environment and governance arrangements remain a key priority in 2025.
- **Risk environment** – defining the Association’s risk appetite and matrix along with a refresh of risk register.
- **Cyber security environment** – this area is an ongoing risk for all organisations and will remain a key priority for the Association.

The above priorities for 2025 are an important building block in the delivery of the Irish FA’s strategy.

The Audit and Risk Committee will continue to keep its activities under review, taking into consideration external developments and Board priorities. The Committee remains committed to upholding the highest standards of internal control, risk management and financial reporting.



Member	January	April	April	June	September	November
Norman McKeown	●	●	●	●	●	●
Michael Wilson	●	●	●	●	●	●
Ryan Adams	●	●	○	●	●	●
Siobhan Barclay	●	●	●	●	●	●
Patrick Anderson	●	●	●	●	●	●
Maurice Johnston	●	●	●	●	●	●
Attended ● Absent ○						

Norman McKeown
Chairman of the Audit and Risk Committee
Date: 01 May 2025

PRINCIPAL RISKS AND UNCERTAINTIES

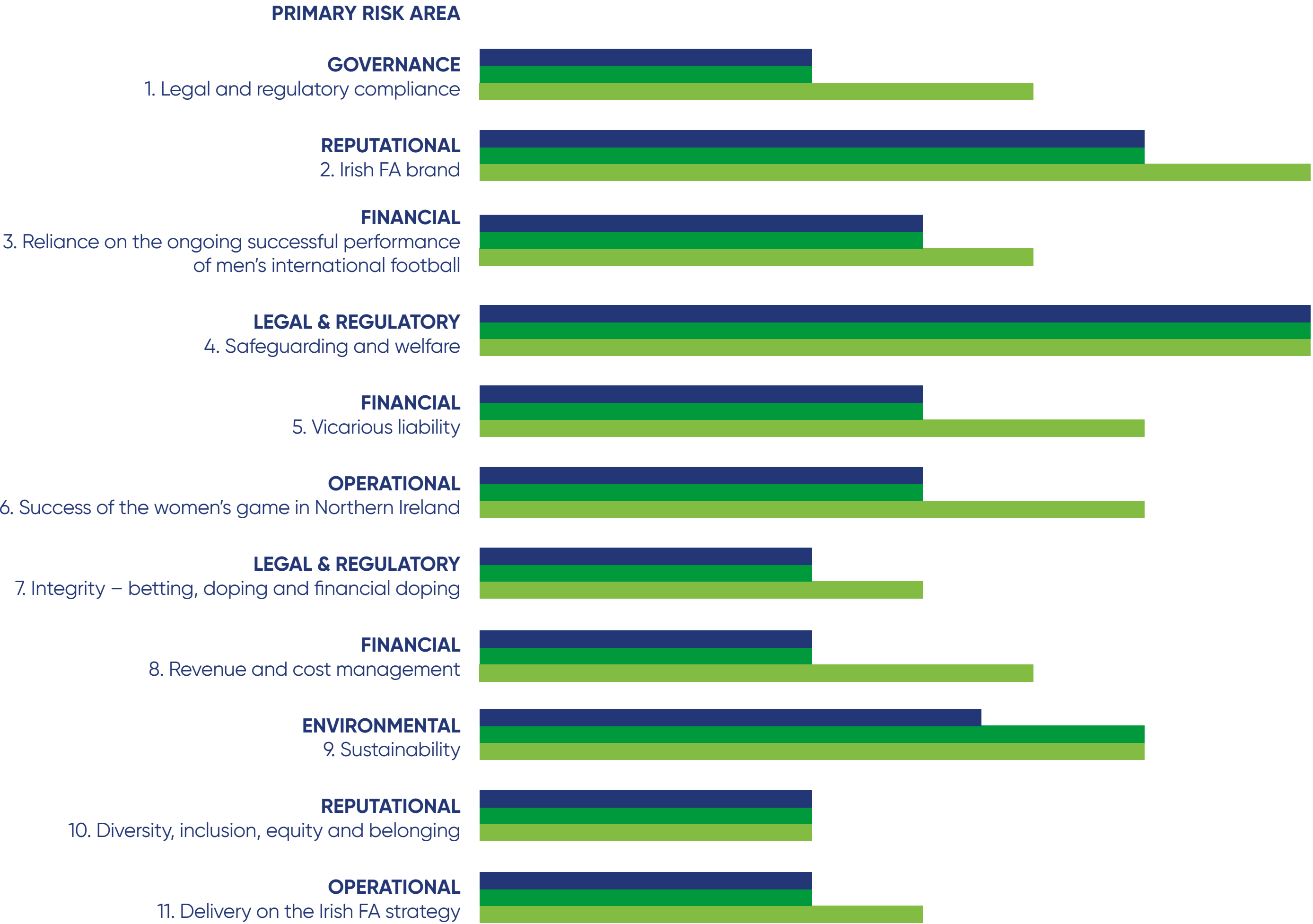
PRINCIPAL RISKS AND UNCERTAINTIES

The Irish FA has a robust risk management framework that encompasses the Association's risk register and overall risk appetite. The framework provides a disciplined and consistent approach across all Irish FA combined entities, ensuring a structured response at all levels throughout the Association and across all business areas and geographies. This structured approach is co-ordinated by a dedicated Head of Risk and is aimed not only at monitoring and mitigating identified risks but also capturing and escalating emerging risks and opportunities.

The Board is responsible for assessing and managing risk and setting policies and procedures to monitor and mitigate against the Association's exposure to it. To ensure that risk awareness is set at an appropriate level, the Audit and Risk Committee assists the Board by taking delegated responsibility for risk identification and assessment, in addition to reviewing the Association's risk management and internal control systems and making appropriate recommendations to the Board.

The chairman of the Audit and Risk Committee reports to the Board at each Board meeting on its activities, regarding both audit matters and risk management. The Board monitors the Association's risk management systems through this consultation with the Audit and Risk Committee. Risks are tracked and ratings monitored via an online risk register, with risks recorded at both Board and management level. The graphic on this page demonstrates the movement in risk ratings in the current year compared to prior years.

Each year the senior leadership team (SLT) conduct a detailed review of the risk register and document reasons for any recommended changes. During 2024 the SLT worked with internal audit partners EY to commence a full review of the risk management framework. This review, due to be completed in 2025, will help ensure that the approach to risk management remains relevant and in line with best practice in this area.



PRINCIPAL RISKS AND UNCERTAINTIES CONTINUED



PRIMARY RISK AREA	1. Legal and regulatory compliance	2. Irish FA Brand	3. Reliance on the ongoing successful performance of men's international football	4. Safeguarding and welfare	5. Vicarious liability	6. Success of the women's game in Northern Ireland
DESCRIPTION & POTENTIAL IMPACT	Reputational damage Revenue loss Regulatory censure	Reputational damage Revenue loss	Impact on the ability to deliver multiple strategic objectives Reputational damage Revenue loss	Risk of harm to children and vulnerable Severe reputational damage Drop out in elite talent	Financial loss	Impact on the ability to deliver strategic objectives Reputational damage Revenue loss
RISK MITIGATIONS & KEY ACTIONS IN 2024	Rolling annual internal audit plan Regular staff training on key areas Key risk reporting	Regular staff training on key areas including social media policy and media training Ongoing, regular tracking of corporate strategy with reporting to Board Campaigns to tackle poor behaviour in football – for example, Catch Yourself On	Technical Director in place Elite Performance Pathway development Development of a talent ID programme	Safeguarding and welfare policies and procedures in place Access NI checks and Safeguarding Training programme in place for staff and volunteers Specific welfare officers in place for both boys' and girls' elite pathways Board Champion appointed	Ongoing monitoring of case law Specific insurances in place	Director of Women's Football in place Stand-alone women's football strategy Development of Elite Performance Pathway specifically for the women's game Club licensing in place for the Women's Premiership

PRINCIPAL RISKS AND UNCERTAINTIES CONTINUED



PRIMARY RISK AREA	7. Integrity – betting, doping and financial doping	8. Revenue and cost management	9. Sustainability	10. Diversity, inclusion, equity and belonging	11. Delivery on the Irish FA strategy
DESCRIPTION & POTENTIAL IMPACT	Reputational damage Sanctions from various external bodies	Financial loss Revenue loss Reputational damage	Reputational damage Revenue loss	Reputational impact Revenue loss	Reputational impact Revenue loss
RISK MITIGATIONS & KEY ACTIONS IN 2024	Education plans in place for both match fixing and anti-doping Work closely with UKAD Testing programme live for first season in both Men's and Women's Premiership	Robust checking, challenge and monitoring of budgets across all areas External and internal audit programmes in place	Board sub-committee in place Close monitoring of energy usage	Working group is in place Internal strategy with action plan established Bronze Diversity Mark achieved	Regular monitoring and reporting on a line by line basis of all strategic actions

SUSTAINABILITY AND INCLUSION REPORT

The Irish FA remains committed to driving sustainability and inclusion across all aspects of football in Northern Ireland. In June 2023 the Association launched its Sustainability Strategy, Greener is the Goal, aligning with its mission to promote, foster and develop football for all.

This strategy applies across the Irish FA's combined entities, including Irish Football Association Limited, IFA Stadium Development Company Limited and Irish FA Foundation Limited.

At the heart of Greener is the Goal are three key objectives:

- Generating £3bn in Social Return on Investment (SROI) over five years for our community
- Becoming a leading organisation for environmental sustainability, including a national stadium powered by renewable energy and helping our clubs to engage in environmental sustainability projects
- Becoming an exemplar governing body, championing equality, diversity and inclusion

To ensure sustainability remains embedded in the Association's operations, the Irish FA Board sub-committee meets regularly to drive progress. The Association has also made significant commitments, including:

- Signing the UN Declaration of Sport and Human Rights, reinforcing its dedication to governance, integrity and fairness in sport.
- Becoming a signatory of UN Football for the Goals, supporting the UN's 17 Sustainable Development Goals (SDGs).
- Committing to the UN Sport for Climate Action Pledge, working towards a 50% reduction in emissions by 2030 and net-zero by 2040.

In 2024 the Association took a major step forward with a Sustainability Action Plan, ensuring structured progress towards each of its goals. A key milestone was the successful hosting of the UEFA U19 Men's Euros, where sustainability was integrated across all aspects of the event. The Irish FA received full marks from UEFA for its sustainability efforts, marking a significant achievement in its sustainability journey.



THE IRISH FA RECEIVED FULL MARKS FROM UEFA FOR ITS SUSTAINABILITY EFFORTS, MARKING A SIGNIFICANT ACHIEVEMENT IN ITS SUSTAINABILITY JOURNEY.



SUSTAINABILITY AND INCLUSION REPORT CONTINUED

In December 2021 UEFA launched their sustainability strategy as a template for all UEFA Nations.

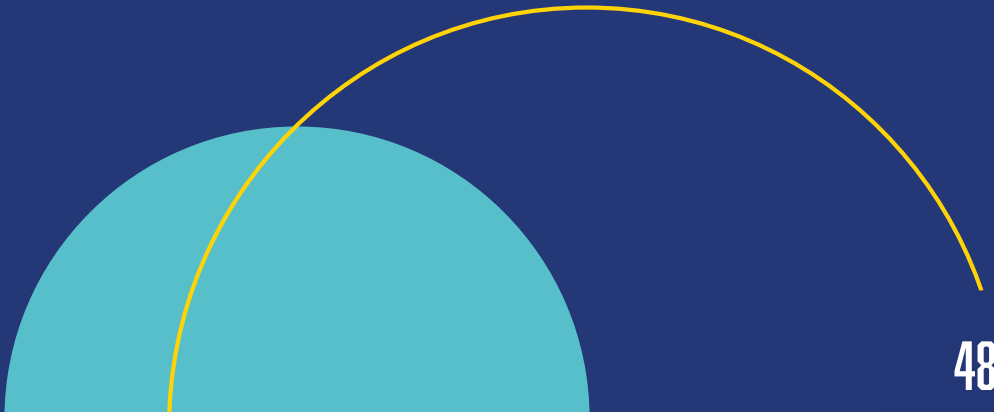


The strategy, called ‘Strength Through Unity’, details eleven areas of social responsibility for football and sets out plans, objectives and targets in all of these areas. The Irish FA Sustainability Committee has agreed to adopt the UEFA template and will be building these guidelines into our programmes and events.

UEFA’S 11 AREAS OF SOCIAL RESPONSIBILITY FOR FOOTBALL

The eleven areas of social responsibility for football have been incorporated into the Irish FA’s sustainability strategy. The strategy has five goals which address the eleven areas identified by UEFA which are:

- 1 Health and Wellbeing
- 2 Safeguarding and Child Protection
- 3 Equality and Inclusivity
- 4 Anti-Racism and Anti-Sectarianism
- 5 Environment



SUSTAINABILITY AND INCLUSION REPORT CONTINUED

1 GOAL 1 – HEALTH AND WELLBEING



The Irish FA remains committed to supporting the mental and physical wellbeing of players, coaches and communities across Northern Ireland. Through targeted programmes, the Association continues to provide education, resources and engagement opportunities that promote positive mental health, reduce social isolation and encourage healthy lifestyles.

Ahead of the Game, the Irish FA Foundation's flagship mental health programme, continues to make a significant impact across the football community. First introduced in 2018 the programme provides clubs, players, coaches, and volunteers with essential tools to address mental health challenges and foster open conversations. During the past year 61 clubs participated in Ahead of the Game workshops, with 689 attendees, including 181 females. These workshops focus on removing stigma, promoting preventative mental health measures and encouraging a culture where players and club members feel supported.

Recognising the importance of mental health education for younger players, a new module was introduced in October 2024 specifically designed for 11- to 18-year-olds. Since its launch 250 young people have received dedicated mental health awareness training, equipping them with knowledge on resilience, stress management and access to support networks. The adult module continues to be an integral part of the programme, reinforcing the Association's commitment to fostering mental wellbeing at all levels of the game.

To strengthen the reach of Ahead of the Game, the Irish FA Foundation has established a network of Mental Health Champions across Northern Ireland. These individuals serve as key contacts within their clubs and communities, ensuring ongoing support and access to resources. The programme, delivered in partnership with the TAMHI (Tackling Awareness of Mental Health Issues), Inspire and Sports Chaplaincy charities, continues to provide valuable signposting to mental health services.

Alongside its mental health initiatives, the Association has expanded its efforts to combat social isolation and support cognitive wellbeing through the Football Memories programme. This initiative, designed for men aged 55 and over, combines football-related reminiscence therapy with social engagement, creating a welcoming environment for individuals at risk of loneliness or living with dementia.

With no dedicated men's health strategy currently in place in Northern Ireland, Football Memories fills a critical gap, offering meaningful interaction and structured activities that enhance mental wellbeing. Research shows that one in five men aged 55-64 experience social isolation, a statistic that underscores the importance of such programmes.

The pilot phase of Football Memories delivered outstanding results, with 100% of participants reporting an improvement in their overall wellbeing. Many described the programme as life-changing, highlighting the friendships and renewed sense of purpose it has provided.





SUSTAINABILITY AND INCLUSION REPORT CONTINUED

2

GOAL 2 –
SAFEGUARDING AND CHILD PROTECTION

The Irish FA remains steadfast in its commitment to ensuring a safe and inclusive environment for all children and young people involved in football across Northern Ireland. Through robust safeguarding policies, ongoing education, and a proactive approach to child protection, the Association continues to prioritise the welfare of every participant in the game.

During 2024 a total of 156 Designated Child Welfare Officers (DCSO) received training to provide support for their players and clubs while 2,531 people attended the Safeguarding Young People in Football courses delivered by the Irish FA and nearly 3,600 AccessNI checks were processed to ensure our players are developing in the best environments.

In addition to the DCSO training, the Irish FA’s Safeguarding Team introduced a series of regional workshops tailored specifically for club and league DCSOs. These sessions have been instrumental in strengthening the safeguarding network by providing a forum for officers to share experiences, discuss challenges and explore local safeguarding resources. The insights gathered from these sessions continue to inform the Association’s approach, ensuring that safeguarding policies remain responsive to the needs of clubs and young players alike.

The Irish FA was once again proud to support Keeping Your Child Safe in Sport Week, an annual initiative led by the NSPCC. As part of this campaign the Association provided clubs with tailored resources to facilitate Team Huddles, bringing together parents, coaches and young players to foster a culture of open communication, mutual respect and shared responsibility in safeguarding. By encouraging dialogue and reinforcing the importance of collective vigilance, this initiative continues to strengthen trust and collaboration within the football community.

SUSTAINABILITY AND INCLUSION REPORT CONTINUED

3 GOAL 3 – EQUALITY AND INCLUSIVITY



The Irish FA has long embraced the ethos of Football for All, using the power of the game to unite individuals and communities across Northern Ireland. The Association remains committed to fostering an inclusive footballing environment where diversity is celebrated, barriers to participation are removed and opportunities are accessible to all.

Throughout 2024 the Association continued to build on its work in equality and inclusion, ensuring that under-represented groups – including women and girls, people with disabilities and individuals from migrant, refugee and asylum-seeker communities – have greater access to football.

The Irish FA's dedication to diversity was recognised with the Bronze Diversity Mark accreditation. Building on this achievement, the Association has taken further steps towards securing the Silver Diversity Mark, an accreditation that reflects deeper integration of inclusivity across all levels of the organisation. To support this ambition, the Diversity, Inclusion, Belonging and Equity (DIBE) working group has been tasked with developing the Association's first DIBE Strategy, a structured framework aimed at embedding long-term inclusivity practices within the footballing landscape. The strategy, set for launch in 2025, will outline clear objectives and measurable actions to advance equality both on and off the pitch.

Women's football continues to be a major focus. The latest edition of the Female Football Leaders Programme saw 23 graduates from the 2024 programme, taking the number to more than 150 graduates in total. The programme aims to further equip women in football with the skills and confidence to take on leadership roles within the game. Alongside this the Elite Female Leadership Programme continues to provide targeted development opportunities for aspiring female leaders, helping to drive gender balance within the sport.

The Irish FA has also strengthened its efforts to expand disability football, ensuring that opportunities continue to grow at all levels.

There are now more senior and junior disability leagues, providing regional access and inclusive playing opportunities for participants across Northern Ireland.

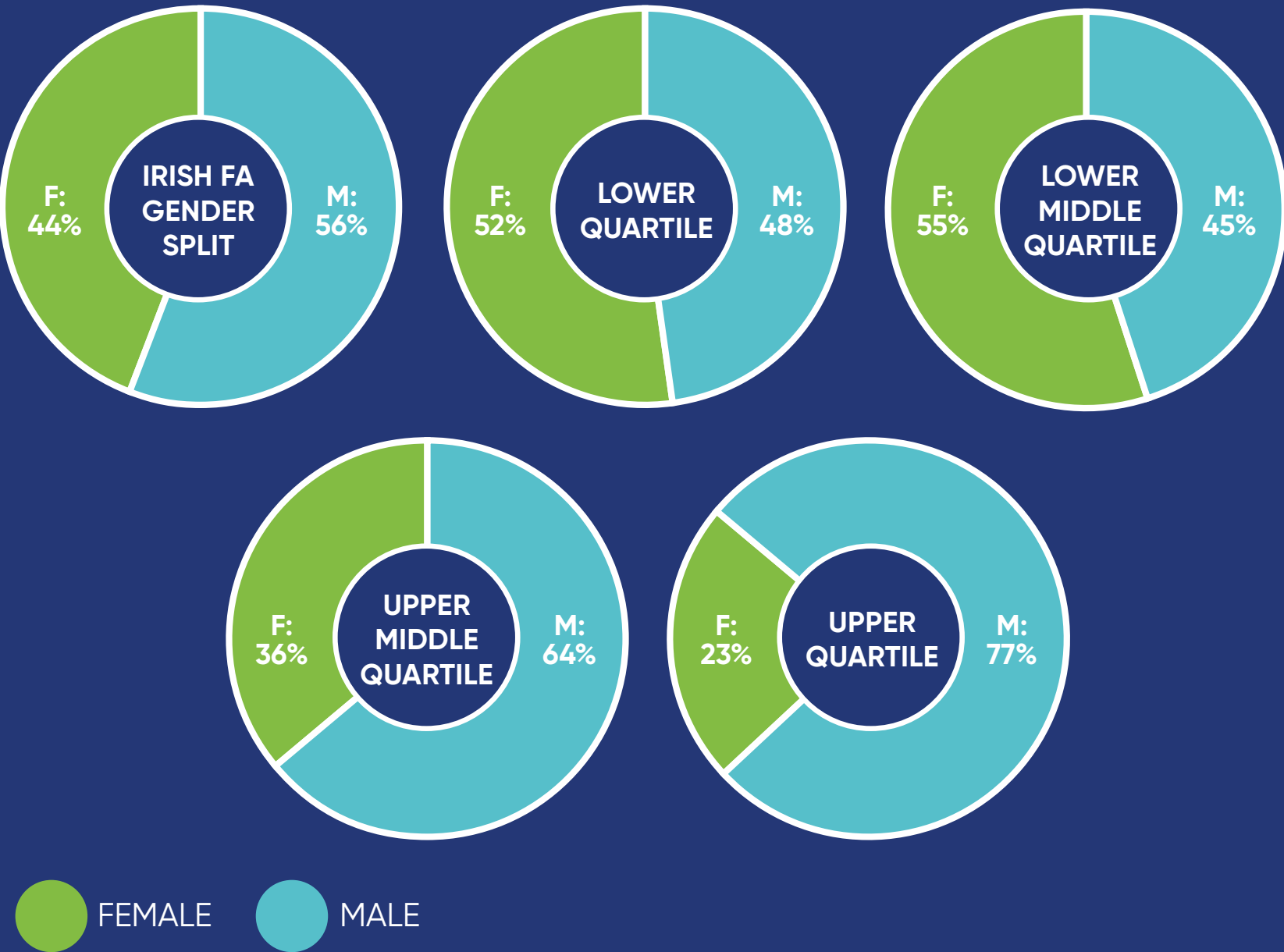
In 2024 the Association secured a UEFA grant to support football activities for refugees and asylum seekers. This funding has helped to expand engagement initiatives, ensuring that football remains a powerful tool for social integration. As part of this commitment the Irish FA invited members of the local Muslim community to break their fast at the National Football Stadium during Ramadan, fostering cultural awareness and strengthening community ties.

The Irish FA has also continued to champion awareness initiatives, actively supporting International Women's Day, PRIDE, Mental Health Awareness Week and key disability awareness campaigns. Through increased social media engagement, events and community outreach, the Association has amplified the visibility of these important causes, reinforcing its stance as a leading advocate for equality in football.

GENDER REPRESENTATION AT THE IRISH FA

The Irish FA is committed to improving gender balance at all levels of the Association. The charts below show the distribution of male and female employees across the salary quartiles in 2024. These four salary quartiles have been calculated by dividing our workforce into four equal parts. The main cause of the gender balance in favour of men in the upper quartiles is the demographic profile of our workforce, as several of the most senior football and organisational leadership posts are held by males. The Association aims to improve the diversity and particularly the gender balance of our workforce in the upper quartiles through a number of the programmes referenced above, including the Female Football Leadership, Elite Female Leadership and Emerge programmes.

THE DISTRIBUTION OF MALE AND FEMALE EMPLOYEES ACROSS THE SALARY QUARTILES IN 2024



SUSTAINABILITY AND INCLUSION REPORT CONTINUED

4 GOAL 4 – ANTI-RACISM AND ANTI-SECTARIANISM



The UEFA Refugee Programme has played a key role in supporting asylum seekers and refugees, offering both educational and recreational opportunities that aid social integration. The programme expanded in 2024 to include new initiatives such as the Female Connect Programme, which specifically engages women and girls, and additional support for refugee families, addressing trauma and promoting overall wellbeing. Currently eight refugee centres across Northern Ireland deliver recreational football sessions to over 300 asylum seekers and refugees, ensuring access to the game regardless of background or circumstance.



Building on the success of this initiative, a team representing Northern Ireland participated in the UEFA Unity Cup 2024 in Nyon, Switzerland, achieving an impressive third-place finish. The tournament served as a powerful demonstration of football's role in promoting inclusion and social cohesion. As part of the event, Northern Ireland team member Mary Edonga took part in a high-profile panel discussion on Refugee Inclusion Through Sport, joining speakers such as UNHCR High Commissioner Filippo Grandi and UEFA Vice-President Laura McAllister. Mary shared her experiences as both a refugee and a football player, offering a personal perspective on how sport can transform lives and build stronger communities.

Education remains central to the Association's anti-discrimination efforts. In 2024 the Irish FA Foundation has delivered an extensive programme of anti-racism, anti-sectarianism and diversity workshops, reaching 910 participants from a broad range of backgrounds.

The Everton Knowledge Exchange provided a valuable opportunity for the Irish FA's Community Engagement Team to learn from one of England's leading clubs in community-focused programmes. Everton's initiatives have effectively tackled social isolation, mental health challenges and youth engagement, using football as a platform for positive societal change. The visit offered key insights into data-driven programme refinement, sustainable funding strategies and multi-agency collaboration, all of which will help shape the Irish FA's ongoing efforts to address social exclusion and discrimination in Northern Ireland.



SUSTAINABILITY AND INCLUSION REPORT CONTINUED

5 | GOAL 5 – ENVIRONMENT



In 2024 the Association reinforced its commitment to addressing climate change and environmental sustainability by participating in the Northern Ireland Environmental Benchmarking Survey for the second consecutive year, securing a silver award—a step forward from its previous bronze accreditation. This initiative, delivered by Business in the Community, allows organisations to assess and enhance their environmental performance, with the Irish FA remaining the only sporting body in Northern Ireland to take part in the survey.

The Association continues to implement UEFA's Circular Economy guidelines, launched in 2023, which provide practical solutions for reducing waste, reusing resources and promoting sustainability within football. Clubs across Northern Ireland have embraced these principles by introducing kit and boot recycling schemes, ensuring that essential football equipment is reused rather than discarded. Within the Irish FA, staff have contributed to these efforts by donating training shoes, bibs, balls and cones to local community programmes and grassroots initiatives, reinforcing the Association's commitment to sustainability at every level of the game.

Sustainable catering has also been a key focus, with the NFS Events team adopting UEFA's Healthy and Sustainable Catering guidelines by sourcing ingredients locally and minimising food waste. The Association consistently promotes sustainability by engaging with staff through the bi-monthly newsletter called "Greener and White Army", which provides updates on the environmental and sustainability work being delivered at the Irish FA.

A major milestone in 2024 was the UEFA Under-19 Men's Euros hosted in Northern Ireland. Sustainability was embedded into every aspect of the event, with the Irish FA working closely with UEFA to minimise the environmental impact of the tournament. Key initiatives included the use of electric transport in Belfast and Larne, as well as the UEFA carbon footprint calculator, which was employed to monitor and manage emissions throughout the competition. The commitment to sustainability extended beyond transport, with locally sourced food being prioritised at hotels and venues, reducing supply chain emissions and supporting local businesses.

The tournament also embraced UEFA's Circular Economy principles, ensuring that event materials were either reused, donated to local groups or recycled, minimising waste and promoting long-term sustainability. In addition the Irish FA introduced new recycling bins and bicycle parking stations at host stadiums, encouraging more sustainable behaviours among fans and visitors – initiatives that will continue to benefit the football community well beyond the tournament itself.

Beyond event sustainability, the Irish FA has continued to invest in transportation initiatives aimed at reducing

carbon emissions. The completion of the walkway from Adelaide Halt to the National Stadium at Windsor Park has made public transport more accessible for match-goers, helping to decrease reliance on car travel.

The commitment to reducing greenhouse gas emissions extends to international fixtures, with electric vehicles being used to support staff transport during a recent Senior International camp, resulting in a reduction of over 200lbs of CO2 emissions. This approach will be expanded further in the coming year as part of the Association's broader sustainability efforts.

Looking ahead, the Irish FA is looking into the feasibility of another major step in its sustainability journey by introducing solar power at the National Football Stadium. Additionally the Association is partnering to install electric vehicle charging points at the stadium. These initiatives will significantly contribute to the Association's long-term goal of reducing reliance on non-renewable energy sources. Furthermore, UEFA's sustainable infrastructure guidelines – issued in 2023 – are now being incorporated into the development of the planned National Football Centre, ensuring that sustainability is a key consideration in the design and construction of future football facilities.

	Year ended 31 December 2024	Year ended 31 December 2023
Gas & Electricity consumption (million kWh)	5.15	4.28
UK Emissions (tCO2e)	712	535
Intensity Ratio (tCO2e per £100k of revenue)	3.66	3.04



DIRECTORS' REPORT

The directors present their annual report and the audited consolidated financial statements of the Irish Football Association Limited (the "company") and its wholly-owned subsidiary, IFA Stadium Development Company Limited ("SDC") for the year ended 31 December 2024.



PRINCIPAL ACTIVITIES

The principal activities of the company during the year continued to be the promotion, fostering and development of the game of association football at all levels throughout Northern Ireland.

The SDC had responsibility for the development and operation of the National Football Stadium. The results of the company and SDC (the "group", the "Irish FA" or the "Association") are consolidated in these financial statements.

The Association operates a charitable arm known as the Irish FA Foundation Limited (the "Foundation"). The Foundation undertakes delivery responsibility of the Association's participation strategy.

The financial statements of the Irish FA Foundation Limited are presented in a separate report for the company registered number NI642595.

RESULT FOR THE YEAR

Details of the financial result for the year can be found in the Financial Review and form part of this report by cross-reference.

FUTURE DEVELOPMENTS AND EVENTS AFTER BALANCE SHEET DATE

Details of future developments and events that have occurred after the balance sheet date can be found in the Strategic Report and form part of this report by cross-reference.

GOING CONCERN

At year end the directors assessed the going concern basis of the company, taking into account its current financial position and the principal risks, particularly those that could threaten the business model. These risks and the actions being taken to manage or mitigate them are set out in the section on principal risks and uncertainties.

The directors have determined that a two-year period is an appropriate timeframe for the assessment, given the reasonably stable nature of the international football industry, and the visibility of expected future income.

The starting point for the going concern assessment is the rolling five-year macro financial plan along with the cash flow forecast, and both projections provide sufficient comfort around financial viability.

The process for assessing the going concern basis of the company involved input from several functions across the Association and considered the following key assumptions:

- Significant contract in place with UEFA for television broadcast revenues through to 2028.
- Established funding programmes from UEFA (HatTrick VI, running to June 2028) and FIFA (Forward 3.0, running to December 2026).
- Consistent commercial engagement and ticket sales, particularly following the senior men's team's success in League C in the UEFA Nations League in 2024.
- The availability of future working capital and contingency liquidity from company reserves.
- Current and expected inflation levels impacting the cost base.
- Current practices in place to control costs and optimise value for money.
- The ability to source external debt finance.
- The cash position to finance the National Football Centre in addition to the Association's BAU.



DIRECTORS' REPORT CONTINUED

To support the conclusion on going concern, the assessment also reviewed, and stress-tested, the mitigations available to the company to protect against downside scenarios.

Based on the results of this analysis, the directors have a reasonable expectation that the company will be able to continue in operation and meet its liabilities as they fall due over the period of at least 12 months from the date of this report and have therefore continued to adopt the going concern basis in preparing the financial statements.

DIRECTORS

The directors of the company who were in office during the year and up to the date of signing the financial statements are shown on pages 27–28.

DIRECTORS' POWERS

Subject to company law and the company's articles, the Board may exercise all of the powers of the company and may delegate their power and discretion to committees. The Senior Leadership Team (SLT) is responsible for the day-to-day management of the Association.

The company's Articles of Association stipulate the maximum length of tenure permitted by each director being dependent upon which sub-article they are appointed under.

DIRECTORS' LIABILITIES

As at the date of this report, customary indemnities are in place under which the company has agreed, to the extent permitted by law and the company's articles, to indemnify the directors in respect of all losses arising out of, or in connection with, the execution of their powers, duties and responsibilities as directors of the company or any of its subsidiaries.

EMPLOYEE CONSULTATION

The Association places considerable value on the involvement of its employees and has continued to keep

them informed on matters affecting them as employees and on the various factors affecting the performance of the Association. This is achieved through townhall events, informal meetings and the company internal news feature 'Team Talk'. Employee representatives from the Staff Forum are consulted regularly on a wide range of matters affecting their current and future interests. The employee staff forum is open to all employees.

DISABLED EMPLOYEES

Applications for employment by disabled persons are always considered fully, bearing in mind the aptitudes of the applicant concerned. It is the policy of the Irish FA that the training, career development and promotion of disabled people should, as far as possible, be identical to that of other employees. So, in the event that a member of staff becomes disabled, we will make every effort to ensure that their employment with the Association continues. This includes making any proper adjustments necessary to accommodate their disability.

EQUALITY, DIVERSITY AND INCLUSION

The Association's vision is to create an environment in which everyone – staff, supporters and the wider community – has equal, dignified ease of access to our organisation, services and facilities. The Association's aim is to be inclusive, supportive, fair and free from discrimination. The Association aims to actively promote equality and diversity and ensure that the legislation and policy requirements within the nine protected characteristics of equality and diversity are implemented into all working practices.

SUSTAINABILITY

Sustainability and football social responsibility (FSR) concepts are embedded in all of the Irish FA operations and activities. Information on the Association's approach to sustainability can be found in the Sustainability and Inclusion section of this report.

“
**THE PRINCIPAL
ACTIVITIES OF THE
COMPANY DURING THE
YEAR CONTINUED TO
BE THE PROMOTION,
FOSTERING AND
DEVELOPMENT OF THE
GAME OF ASSOCIATION
FOOTBALL AT ALL
LEVELS THROUGHOUT
NORTHERN IRELAND.**”



DIRECTORS' REPORT CONTINUED

POST BALANCE SHEET EVENTS

Since the balance sheet date, the directors have reviewed events occurring after the year end and have identified one non-adjusting event of significance. In March 2025, the company became a registered shareholder of one ordinary share in UK & Ireland 2028 Limited, the delivery vehicle for for the UEFA Euro 2028 tournament. This event does not affect the financial position as at 31 December 2024.

POLITICAL AND CHARITABLE CONTRIBUTIONS

The Irish FA made no political or charitable donations, nor did it incur any political expenditure, during the year.

ACCOUNTING RECORDS

The directors believe that they have employed accounting personnel with appropriate expertise and provided adequate resources to the financial function to ensure compliance with the Irish FA's obligation to keep financial records. The financial records of the Irish FA are held at the National Football Stadium, Donegall Avenue, Belfast, BT12 6LW.

PROVISION OF INFORMATION TO AUDITORS

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditors in connection with preparing its report, of which the auditors are unaware.

Having made enquiries of fellow directors, the directors have taken all the steps that they are obliged to take in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

INDEPENDENT AUDITORS

In accordance with Section 485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for reappointment of PricewaterhouseCoopers (Northern Ireland) LLP as auditors of the company. This Directors' Report was approved by the Board on 01 May 2025 and signed on its behalf.



Stephen Martin
Chairman
Date: 01 May 2025



UEFA Women's Championship qualification play-off: Croatia v Northern Ireland

FINANCIAL STATEMENTS



STATEMENT OF DIRECTORS’ RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The directors are responsible for preparing the Annual Report and Financial Statements and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group and the company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the profit or loss of the group for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.

The directors are responsible for safeguarding the assets of the group and

company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the group’s and company’s transactions and disclose with reasonable accuracy at any time the financial position of the group and company and enable them to ensure that the financial statements comply with the Companies Act 2006.

The directors are responsible for the maintenance and integrity of the company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



Stephen Martin
Chairman
Date: 01 May 2025

INDEPENDENT AUDITORS’ REPORT TO THE DIRECTORS OF IRISH FOOTBALL ASSOCIATION LIMITED

Report on the audit of the financial statements

OPINION

In our opinion, Irish Football Association Limited’s group financial statements and company financial statements (the “financial statements”):

- give a true and fair view of the state of the group’s and of the company’s affairs as at 31 December 2024 and of the group’s profit and the group’s cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report & Financial Statements (the “Annual Report”), which comprise: the group and company balance sheets as at 31 December 2024; the consolidated statement of comprehensive income; the consolidated and company statements of changes in equity and the consolidated cash flow statement for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (“ISAs (UK)”) and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors’ responsibilities

for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

CONCLUSIONS RELATING TO GOING CONCERN

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group’s and the company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group’s and the company’s ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

REPORTING ON OTHER INFORMATION

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors’ report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors’ report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

INDEPENDENT AUDITORS’ REPORT TO THE DIRECTORS OF IRISH FOOTBALL ASSOCIATION LIMITED

CONTINUED

Strategic report and Directors’ report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors’ report for the year ended 31 December 2024 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors’ report.

RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS AND THE AUDIT

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of directors’ responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group’s and the company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

Auditors’ responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to failure to comply with the UK corporation tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management’s incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to fraudulent financial reporting and management bias

in accounting estimates. Audit procedures performed by the engagement team included:

- Identifying and testing journal entries with specific focus on entries containing unusual account combinations in response to the risk of management override of controls;
- Discussions with management and internal audit, including consideration of actual or suspected fraud or non-compliance with laws and regulations;
- Reviewing legal expenses to understand the nature of expenses incurred;
- Reviewing relevant meeting minutes, including those of the Board of Directors; and
- Challenging assumptions and judgements made by management in their significant accounting estimates.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC’s website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors’ report.

Use of this report

This report, including the opinions, has been prepared for and only for

the company’s directors as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

OTHER REQUIRED REPORTING

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors’ remuneration specified by law are not made; or
- the company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



David Strachan
Senior Statutory Auditor
for and on behalf of PricewaterhouseCoopers (Northern Ireland) LLP
Chartered Accountants and Statutory Auditors
Belfast
Date: 01 May 2025



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2024

GROUP			
		2024	2023
	Note	£000	£000
Revenue		20,590	18,458
Other income		1,243	565
Total revenue and other income	5	21,833	19,023
Cost of sales		(18,600)	(15,546)
Gross profit		3,233	3,477
Net administrative expenses		(3,487)	(3,475)
Net administrative expenses analysed as:			
Exceptional items	6	(248)	-
Non-exceptional net administrative expenses		(3,239)	(3,475)
Trading (loss)/profit		(254)	2
Other gains	7	446	697
Operating profit	8	192	699
Profit before taxation		192	699
Taxation charge	10	(75)	(164)
Profit and total comprehensive income for the year		117	535

The company has no other items of comprehensive income and so no statement of other comprehensive income has been presented.

GROUP AND COMPANY BALANCE SHEETS

Registered number: R0000327

at 31 December 2024

GROUP			COMPANY		
		2024	2023	2024	2023
	Note	£000	£000	£000	£000
Fixed Assets					
Intangible assets	11	46	56	46	56
Tangible assets	12	30,874	31,908	400	169
Investments	13	5,432	5,092	5,432	5,092
		36,352	37,056	5,878	5,317
Current assets					
Inventories	15	10	22	-	11
Debtors: amounts falling due within one year	16	5,625	5,263	10,082	10,066
Debtors: amounts falling due after more than one year	14	1,060	1,370	1,060	1,370
Cash and cash equivalents		3,826	4,110	3,632	3,822
		10,521	10,765	14,774	15,269
Creditors: amounts falling due within one year	17	(13,210)	(12,862)	(11,305)	(10,948)
Net current (liabilities)/assets		(2,689)	(2,097)	3,469	4,321
Total assets less current liabilities		33,663	34,959	9,347	9,638
Creditors: amounts falling due after more than one year	18	(24,694)	(26,182)	(2,434)	(2,916)
Provisions for liabilities	20	(745)	(670)	(157)	(121)
Net assets		8,224	8,107	6,756	6,601
Capital and reserves					
Investment revaluation reserve		3,920	3,462	3,920	3,462
Profit and loss account		4,304	4,645	2,836	3,139
Total equity		8,224	8,107	6,756	6,601

The Parent company has taken the exemption under Section 408 of the Companies Act 2006 from presenting its statement of comprehensive income. The profit for the financial year for the parent company was £155k (2023: £616k). The notes on pages 62 to 69 are an integral part of these financial statements. The financial statements on pages 58 to 69 were approved and authorised for issue by the Board.


Stephen Martin
Chairman
01 May 2025


Conrad Kirkwood
President
01 May 2025

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2024

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2023	3,090	4,482	7,572
Profit and Total comprehensive income for the year	372	163	535
At 31 December 2023	3,462	4,645	8,107

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2024	3,462	4,645	8,107
Profit and Total comprehensive income for the year	458	(341)	117
At 31 December 2024	3,920	4,304	8,224

COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2024

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2023	3,090	2,895	5,985
Profit and Total comprehensive income for the year	372	244	616
At 31 December 2023	3,462	3,139	6,601

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2024	3,462	3,139	6,601
Profit and Total comprehensive income for the year	458	(303)	155
At 31 December 2024	3,920	2,836	6,756

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 December 2024

		GROUP	
		2024	2023
	Note	£000	£000
Net cash generated from/(used) in operating activities	22	157	(1,927)
Cash flow from investing activities			
Purchase of tangible assets		(420)	(613)
Purchase of intangible assets		(21)	(20)
Net cash used in investing activities		(441)	(633)
Net decrease in cash in the year		(284)	(2,560)
Cash and cash equivalents at the beginning of the year		4,110	6,670
Cash and cash equivalents at the end of the year		3,826	4,110



NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2024

1. GENERAL INFORMATION

The principal activities of the Irish Football Association Limited ("the company") and its subsidiary IFA Stadium Development Company Limited (together the "group") during the year was the promotion, fostering and development of the game of association football at all levels throughout Northern Ireland. The company is a private company limited by guarantee and is incorporated and domiciled in the UK. The address of its registered office during the year was the National Football Stadium, Donegall Avenue, Belfast, BT12 6LW, which is also the address of the head office.

2. STATEMENT OF COMPLIANCE

The group and individual financial statements of Irish Football Association Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation of financial statements

The preparation of financial statements in conformity with FRS 102 may require the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the group and company accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 4. The parent company has taken advantage of the exemption in section 408 of the Companies Act 2006 from presenting its individual statement of comprehensive income.

Going Concern

The Association's business activities, together with the factors likely to affect its future development and position, are set out in the Strategic Report on pages 3 to 22 and in the Directors' report on pages 54 to 56. These consolidated and separate financial statements are prepared on a going concern basis. The outlook of the rolling five-year macro financial plan and the 24-month future cash flow forecast provide sufficient evidence of financial sustainability

and therefore the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for at least 12 months from the date of signing the audited financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to, the use of exemptions by the company's members. The parent company has taken advantage of the following exemptions:

- the exemption from preparing a parent company cash flow statement, on the basis that it is a qualifying entity and the consolidated cash flow statement, included in these financial statements, includes the company's cash flow
- the exemption in from the financial instrument disclosures, required under FRS 102 paragraphs 11.41(b), 11.41(c), 11.41(e), 11.41(f), 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b), 11.48(c), 12.26, 12.27, 12.29(a), 12.29(b) and 12.29A, as the information is provided in the consolidated financial statement disclosures.

Basis of consolidation

The consolidated financial statements include the financial statements of the company and of its subsidiary undertaking made up to 31 December 2024. A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

Revenue and grant funding income recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of discounts and rebates allowed by the group and value added taxes.

i) Football funding from UEFA/FIFA

Funding income relating to campaigns (including television rights and advertising income) is capitalised in deferred income and released to the statement of total comprehensive income over the term of the campaign. Additional funding income earned at qualification and provided for

participating in final competitions is recognised as revenue over the duration of the related tournament.

ii) Commercial activities

Sponsorship income is recognised in the statement of total comprehensive income when the terms of revenue recognition have been met.

iii) International matches and competitions

Income from sales of tickets to matches is recognised upon completion of a match.

iv) Broadcasting rights

Revenue is recognised in line with the rights provided, under each contract.

v) Other income

Other income includes grant and other sources of funding and income received. It is recognised in the statement of total comprehensive income when the terms of revenue recognition have been met.

Employee benefits

The group provides a range of benefits to employees, including bonuses, paid holiday arrangements and defined contribution pension plans.

i) Short-term benefits

Short-term benefits, including bonuses, holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

ii) Defined contribution pension plans

The group operates a defined contribution scheme for employees. A defined contribution plan is a pension plan under which the group pays fixed contributions into a separate entity. Once the contributions have been paid, the group has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the group in independently administered funds.

iii) Bonus plan

The group operates an annual bonus plan for employees. An expense is recognised in the statement of comprehensive income when the group has a legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

Capital Grant income

Grants relating to tangible fixed assets are accounted for in accordance with the accrual model. They are treated as deferred credits and released to the Statement of Total Comprehensive Income over the expected useful lives of the assets concerned.

Taxation

Taxation expense for the year comprises current and deferred tax recognised in the reporting period. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised directly in equity. In this case tax is also recognised directly in equity. Current or deferred taxation assets and liabilities are not discounted.

i) Current tax

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the period end. Management establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

ii) Deferred tax

Deferred tax arises from timing differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

Intangible assets

Intangible assets acquired are capitalised at cost. Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Intangible assets are amortised on a straight-line basis over their estimated useful life. The carrying value of intangible assets is reviewed for impairment if events or changes in circumstances indicate the carrying

value may not be recoverable. The useful economic lives of intangible assets are as follows:

IT Software – 4 years

If there are indicators that the residual value or useful life of an intangible asset has changed since the most recent annual reporting period, previous estimates shall be reviewed and, if current expectations differ the residual value, amortisation method or useful life shall be amended.

Changes in the expected useful life or the expected pattern of consumption of benefit shall be accounted for as a change in accounting estimate.

Tangible assets

Tangible assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use.

Depreciation and residual values

Depreciation on assets is calculated, using the straight-line method, to allocate the cost to their residual values over their estimated economic lives, as follows:

Fixtures and fittings	20–25%
Long leasehold property (Structure)	2–5%
Long leasehold property (Fixtures and fittings)	5%
Motor vehicles	25%
ICT equipment	25%

The long leasehold property includes the National Football Stadium and the North Stand. The assets' residual values and useful lives are reviewed, and adjusted, if appropriate at the end of each reporting period. The effect of any change is accounted for prospectively.

Subsequent additions and major components

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the group and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as a separate asset where they have a significantly different pattern of consumption of economic benefits and are depreciated separately over its useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

Assets under construction

Assets in the course of construction are stated at cost. These assets are not depreciated until available for use.

Derecognition

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Comprehensive Income.

Leased assets

At inception the group assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

Finance leased assets

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date.

Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the Statement of Comprehensive Income on a straightline basis over the period of the lease.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

Investments

Investment in a subsidiary company is held at cost less accumulated impairment losses. Listed investments are measured at their fair value based on quoted market prices. The investments are administered by Davy Private Clients UK, advisors to the Irish FA.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Inventory

Inventories are stated at the lower of cost and estimated selling price less costs to sell. Inventories are recognised as an expense in the period in which the related revenue is recognised.

At the balance sheet date inventories are assessed for impairment. If an item of inventory is impaired, the identified inventory is reduced to its selling price less costs to sell and an impairment charge is recognised in the statement of comprehensive income. Where a reversal of the impairment is required, the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the statement of comprehensive income.

Impairment of fixed assets

At each balance sheet date, fixed assets held at historical cost are assessed to determine whether there are any indicators of impairment. If indicators exist, the recoverable amount of the asset is compared to its carrying amount. There were no indicators of impairment identified at the balance sheet date and therefore no formal impairment assessment was required.

Provisions and Contingencies

i) Provisions

Provisions are recognised when: the group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligations can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time, value of money and the risks specific to the obligation. The increase in

the provision due to passage of time is recognised as a finance cost.

ii) Contingencies

Contingent liabilities, arising as a result of past events, are not recognised when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the group's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Exceptional items

The company classifies certain one-off charges or credits that have a material impact on the company's financial results as 'exceptional items'. These are disclosed separately to provide further understanding of the financial performance of the company.

Financial instruments

The group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

i) Financial assets

Basic financial assets, including trade and other receivables and cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or, (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to

unilaterally sell the asset to an unrelated third party without imposing additional restrictions. Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

ii) Financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method. Derivatives, including forward exchange contracts, are not basic financial instruments.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss as other gains and losses as appropriate, unless they are included in a hedging arrangement.

Foreign currency

i) Functional and presentation currency

The parent company and subsidiary's functional and presentation currency is sterling.

ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of

monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

Foreign exchange gains and losses are presented in the statement of comprehensive income within "Other gains".

The group enters into forward foreign currency contracts to mitigate the exchange risk for certain foreign currency receivables. At 31 December 2024, the outstanding contracts mature within 19 months (2023: 12 months) of the year end. The forward currency contracts are measured at fair value, which is determined using valuation techniques that utilise observable inputs. The key assumptions used in valuing the derivatives are the forward exchange rates for GBP:EUR and GBP:USD.

Related party transactions

The group discloses transactions with related parties which are not wholly owned within the same group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the group financial statements.

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical judgements in applying the group's accounting policies

There are no critical judgements in applying the group's accounting policies.

Key accounting estimates and assumptions

There are no critical accounting estimates or assumptions.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

5. TOTAL REVENUE AND OTHER INCOME

The whole of the revenue is attributable to the principal activity of the group and relates entirely to activities in the UK.

	GROUP	
	2024	2023
	£000	£000
Football funding	8,195	6,271
Broadcasting rights	6,681	6,735
Matches & competitions	2,396	2,969
Commercial activities	3,318	2,483
Other income	1,243	565
Total	21,833	19,023

Commercial activities includes sponsorship income of £2,277k (2023: £1,665k). Other income includes grant funding of £1,140 (2023: £535k).

6. EXCEPTIONAL ITEMS

The profit for the year includes exceptional items in net administrative expenses of £248,000 (2023: nil) relating to bid costs for Euro 2028.

7. OTHER GAINS/(LOSSES)

	GROUP	
	2024	2023
	£000	£000
Fair value gain on listed investments (note 13)	458	372
Foreign exchange (losses)/gains	(12)	325
Total	446	697

8. OPERATING PROFIT

The operating profit is stated after charging/(crediting):

	GROUP	
	2024	2023
	£000	£000
Amortisation of intangible assets	31	48
Depreciation of tangible fixed assets	1,454	1,405
Operating lease charge	244	244
Release of deferred credit	(1,032)	(1,044)
Foreign exchange losses/(gains)	12	(325)
Fees payable to the company's auditors for the audit of the parent company and the group's consolidated financial statements	67	64
Fees payable to the company's auditors and their associates for other services:		
Audit of the company's subsidiaries	12	11
Tax compliance services	2	3
Tax advisory services	45	10

NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

9. EMPLOYEES AND DIRECTORS

	GROUP	
	2024	2023
	£000	£000
Wages and salaries	4,174	4,002
Social security costs	438	451
Other pension costs	233	230
Total staff costs	4,845	4,683

EMPLOYEES

The average monthly number of employees employed during the year was:

	GROUP	
	2024	2023
	No.	No.
Administrative	30	34
Match and development	53	55
Total	83	89

The company had 78 employees during 2024 (2023: 84)

DIRECTORS

During the year, no director received any emoluments (2023: £Nil).

KEY MANAGEMENT COMPENSATION

Key management includes the directors and members of senior management. The compensation paid or payable to key management for employee services is shown below:

	GROUP	
	2024	2023
	£000	£000
Salaries and other short-term benefits	880	896
Other pension costs	39	44
Total	919	940

10. TAXATION CHARGE

a) Tax charge included in profit or loss

	GROUP	
	2024	2023
	£000	£000
Current tax:		
UK corporation tax on profit for the year	-	-
Total current tax	-	-
Deferred tax:		
Origination and reversal of timing differences (note 20)	75	185
Adjustment in respect of prior periods (note 20)	-	(32)
Effect of changes in tax rates (note 20)	-	11
Total deferred tax (note 20)	75	164
Tax charge on ordinary activities	75	164

b) Reconciliation of tax charge

The tax assessed for the year differs from (2023:differs from) the standard rate of corporation tax of 25.00% (2023: 23.52%). The differences are explained below:

	GROUP	
	2024	2023
	£000	£000
Profit before taxation	192	699
Profit before taxation multiplied by the standard rate of corporation tax in the UK of 25.00% (2023: 23.52%)	48	164
Effects of:		
Expenses not deductible	292	276
Income not taxable	(265)	(321)
Gains/Rollover relief	-	65
Adjustment in respect of prior periods	-	(32)
Tax Rate changes	-	12
Total tax on profit	75	164

c) Tax rate changes

In 2021 an increase in the corporation tax rate to 25.00% with effect from 1 April 2023 was substantively enacted. The 25.00% rate is used to measure UK deferred taxes in 2024 (and in 2023 the 23.52% rate used reflects 9 months of the new rate and 3 months of the previous rate of 19.00% to the extent the related timing differences were expected to reverse after 1 April 2023).

NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

11. INTANGIBLE ASSETS
GROUP AND COMPANY

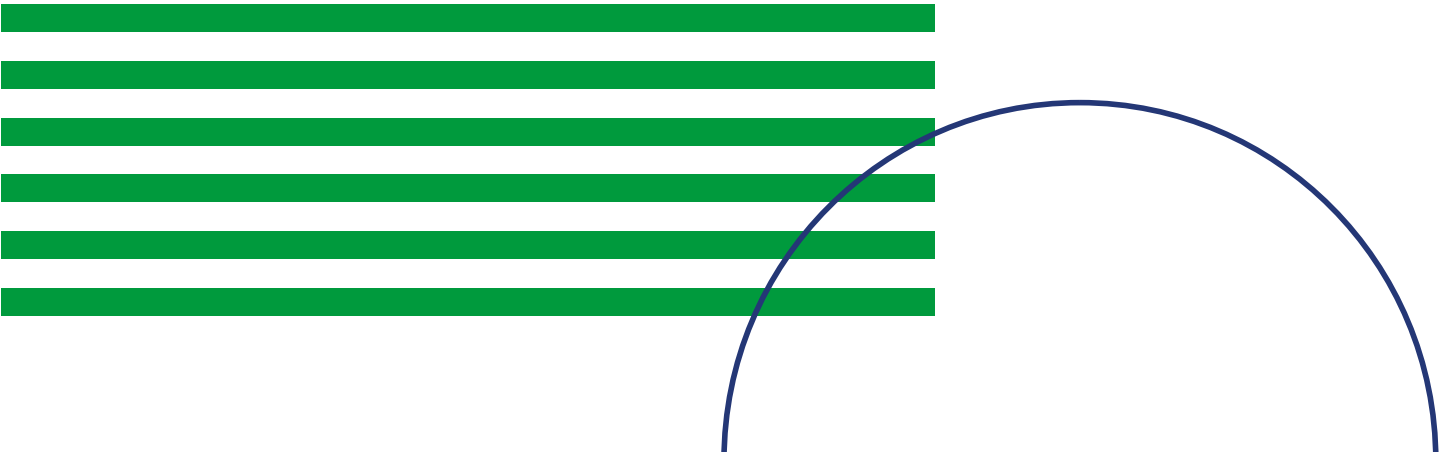
	IT Software
	£000
Cost:	
At 1 January 2024	431
Additions	21
At 31 December 2024	452
Accumulated amortisation:	
At 1 January 2024	375
Charge for the year	31
At 31 December 2024	406
Net book value:	
At 31 December 2024	46
At 31 December 2023	56

12. TANGIBLE ASSETS
GROUP

	Long leasehold property (Structure)	Long leasehold property (Fixtures and fittings)	ICT Equipment	Fixtures and Fittings	Motor Vehicles	Assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000
Cost:							
At 1 January 2024	37,241	1,997	450	2,905	61	-	42,654
Additions	31	-	33	98	-	258	420
At 31 December 2024	37,272	1,997	483	3,003	61	258	43,074
Accumulated depreciation:							
At 1 January 2024	7,294	1,415	308	1,668	61	-	10,746
Charge for the year	1,014	34	58	348	-	-	1,454
At 31 December 2024	8,308	1,449	366	2,016	61	-	12,200
Net book value:							
At 31 December 2024	28,964	548	117	987	-	258	30,874
At 31 December 2023	29,947	582	142	1,237	-	-	31,908

COMPANY

	IT Equipment	Fixtures and Fittings	Motor Vehicles	Assets under construction	Total
	£000	£000	£000	£000	£000
Cost or valuation:					
At 1 January 2024	450	823	61	-	1,334
Additions	33	5	-	258	296
At 31 December 2024	483	828	61	258	1,630
Accumulated depreciation:					
At 1 January 2024	307	797	61	-	1,165
Charge for the year	59	6	-	-	65
At 31 December 2024	366	803	61	-	1,230
Net book value:					
At 31 December 2024	117	25	-	258	400
At 31 December 2023	143	26	-	-	169



NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

13. INVESTMENTS

GROUP

	Investments held as cash	Listed investments	Total
	£000	£000	£000
Valuation and net book value:			
At 1 January 2023	-	4,720	4,720
Movement in fair value	-	372	372
At 31 December 2023	-	5,092	5,092

Valuation and net book value:			
At 1 January 2024	-	5,092	5,092
Movement in fair value	-	458	458
Transfer	118	(118)	-
At 31 December 2024	118	5,432	5,550

COMPANY

	Investments in subsidiary companies	Investments held as cash	Listed investments	Total
	£000	£000	£000	£000
Cost or valuation and net book value				
At 1 January 2023	-	-	4,720	4,720
Movement in fair value	-	-	372	372
At 31 December 2023	-	-	5,092	5,092

Cost or valuation and net book value:				
At 1 January 2024	-	-	5,092	5,092
Movement in fair value	-	-	458	458
Transfer		118	(118)	-
At 31 December 2024	-	118	5,432	5,550

Subsidiary undertakings

The following were subsidiary undertakings of the company:

Name	Class of shares	Holding
IFA Stadium Development Company Limited	Ordinary shares	100%

The IFA Stadium Development Company Limited’s principal activity in the year was the continued development and operation of the National Football Stadium at Windsor Park. Its registered office address is the National Football Stadium at Windsor Park, Donegall Avenue, Belfast, BT12 6LW.

14. DEBTORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
NIFL loan	1,060	1,370	1,060	1,370
	1,060	1,370	1,060	1,370

NIFL loan is unsecured, interest-free and due for repayment in full by 2029.

15. INVENTORIES

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Finished goods	10	22	-	11

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade debtors	1,280	545	1,077	332
Other debtors	261	262	7	3
Amounts owed by group undertakings	-	-	5,121	5,412
Amounts owed by related parties	8	-	-	-
NIFL loan	395	310	395	310
Forward currency contracts (note 21)	10	-	10	-
Other taxation and social security	164	192	178	191
Prepayments	952	959	739	826
Accrued income	2,555	2,995	2,555	2,992
Total	5,625	5,263	10,082	10,066

Trade debtors are stated after provisions for impairment of £nil (2023: £8k). Other debtors includes £254k (2023: £254k) of a capital grant receivable from Department for Communities. Amounts owed by group undertakings are unsecured, interest-free and are repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	1,398	1,619	1,076	1,305
Amounts owed to related parties	1,030	1,359	1,030	1,359
Other taxation and social security	131	139	128	135
Accruals	2,366	2,502	1,829	2,013
Deferred income	6,746	5,700	6,709	5,607
Deferred credit reserve (note 19)	1,020	1,033	14	19
FIFA loan	519	510	519	510
Total	13,210	12,862	11,305	10,948

FIFA Loan is unsecured, interest-free and due for repayment in full by 2030.
Amounts owed to group undertakings are unsecured, interest-free and are repayable on demand.

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Deferred credit reserve (note 19)	22,260	23,279	-	13
FIFA loan	2,434	2,903	2,434	2,903
Total	24,694	26,182	2,434	2,916

FIFA Loan is unsecured, interest-free and due for repayment in full by 2030.

19. DEFERRED CREDIT RESERVE

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Deferred credit reserve – opening	24,312	25,056	32	66
Additions for the year	-	300	-	-
Release for the year	(1,032)	(1,044)	(18)	(34)
Deferred credit reserve – closing	23,280	24,312	14	32
Falling due within one year	1,020	1,033	14	19
Falling due after more than one year	22,260	23,279	-	13

20. PROVISIONS FOR LIABILITIES

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Deferred tax provision – opening	670	506	121	38
Adjustment in respect of prior years	-	(32)	-	(19)
Charge for the financial year	75	196	36	102
Deferred tax provision – closing	745	670	157	121

The year end liability is made up of:				
Timing differences on fixed assets	941	813	157	116
Other timing differences	-	5	-	5
Losses	(196)	(148)	-	-
Total	745	670	157	121

The net deferred tax liability expected to reverse in 2025 is £745k. This primarily relates to the reversal of timing differences on acquired intangible and tangible assets and capital allowances through depreciation and amortisation, offset by expected tax deductions when payments are made to utilise provisions.

The company has a deferred tax provision oat 31 December 2024 of £157k (2023: £121k).

21. FINANCIAL INSTRUMENTS

	GROUP		COMPANY	
	2024	2023	2024	2023
	£000	£000	£000	£000
Financial assets at fair value through profit or loss				
Listed investments (note 13)	5,432	5,092	5,432	5,092
Total	5,432	5,092	5,432	5,092

Financial assets that are debt instruments measured at amortised cost				
NIFL loan (notes 14 and 16)	1,455	1,680	1,455	1,680
Trade debtors (note 16)	1,280	545	1,077	332
Other debtors (note 16)	261	262	7	3
Forward currency contracts (note 16)	10	-	10	-
Accrued income (note 16)	2,555	2,995	2,555	2,992
Total	5,561	5,482	5,104	5,007

Financial liabilities measured at amortised cost				
Trade creditors (note 17)	1,398	1,619	1,076	1,305
Accruals (note 17)	2,366	2,502	1,829	2,013
Amounts owed to related parties (note 17)	1,030	1,359	1,030	1,359
Total	4,794	5,480	3,935	4,677



NOTES TO THE FINANCIAL STATEMENTS CONTINUED for the year ended 31 December 2024

22. NET CASH FROM OPERATING ACTIVITIES

GROUP		
	2024	2023
	£000	£000
Profit and total comprehensive income for the year	117	535
Tax charge	75	164
Operating profit	192	699
Depreciation of tangible fixed assets	1,454	1,405
Amortisation of intangible assets	31	48
Loss on disposal of tangible asset	-	47
Movement in deferred income	1,046	(927)
Fair value movement on investments	(340)	(372)
Movement in debtors	(52)	(1,352)
Movement in creditors	(2,186)	(1,477)
Movement in inventory	12	2
Net cash from/(used) in operating activities	157	(1,927)

23. FINANCIAL COMMITMENTS

At 31 December 2024, the group had total commitments under non-cancellable operating leases, relating to the National Football Stadium, expiring as follows:

GROUP		
Long leasehold land		
	2024	2023
	£000	£000
Payments due in less than one year	244	244
Payments due in two to five years	976	976
Payments due in more than five years	8,620	8,864

24. RELATED PARTY TRANSACTIONS

- The following transactions were identified requiring disclosure:
- Transactions with the Irish FA Foundation Limited of £1,362k (2023: £862k).
 - Amounts payable at the year end of £1,030k (2023: £1,359k) due to the Irish FA Foundation Limited.
 - Key management personnel include the Directors and senior management team. Total key management personnel compensation was £919k (2023: £940k).

25. ULTIMATE CONTROLLING PARTY

There is no ultimate controlling party.

26. POST BALANCE SHEET EVENT

On 18 March 2025, the Irish Football Association Limited became the registered holder of 1 Ordinary C Share in UK & IRELAND 2028 LIMITED. Shares were issued at the nominal value of £1 each, which was the total consideration paid.

ADDITIONAL FINANCIAL INFORMATION

The following pages do not form part of the statutory financial statements, which are the subject of the independent auditors’ report.

INCOME AND EXPENDITURE (UNAUDITED)

	2024	2023
	£000	£000
Total revenue and other income	£000	£000
Football funding	8,195	6,271
Broadcasting rights	6,681	6,735
Matches & competitions	2,396	2,969
Commercial activities	3,318	2,483
Other income	1,243	565
Total	21,833	19,023

	2024	2023
	£000	£000
Cost of sales	£000	£000
Staff costs	3,477	3,118
Coaching, facilities & equipment	3,453	2,391
Travel & accommodation	4,655	4,003
Grants paid out	3,422	2,927
Other miscellaneous	3,593	3,107
Total	18,600	15,546

	2024	2023
	£000	£000
Net administrative expenses	£000	£000
Staff costs	1,368	1,565
ICT, printing & advertising	96	99
Property costs	627	640
Exceptional items	248	-
Other administration	697	749
Amortisation and depreciation charge	1,483	1,453
Release of deferred credit	(1,032)	(1,031)
Total	3,487	3,475

Directors

Stephen Martin OBE QPM
Conrad Kirkwood
Neil Jardine
Colin McKendry
Helen Kirkpatrick MBE
Norman McKeown
Michael Wilson
Cheryl Lamont CBE DL
Mervyn Martin
Simon McCoy
Sam Dennison
Michael Mezza

Company Secretary

Rebekah Shearer

Registered Office

The National Football Stadium
Donegall Avenue
Belfast BT12 6LW

Bankers

Ulster Bank
11-16 Donegall Square East
Belfast, BT1 5HD

Danske Bank
Corporate Banking
P.O. Box 183
Donegall Square West
Belfast BT1 6JS

Solicitors

A&L Goodbody
42/46 Fountain Street
Belfast BT1 5EF

King & Gowdy
298 Upper Newtownards Road
Belfast BT4 3EJ

Independent Auditors

PricewaterhouseCoopers (Northern Ireland) LLP
Chartered Accountants and Statutory Auditors
Merchant Square
20-22 Wellington Place
Belfast BT1 6GE

