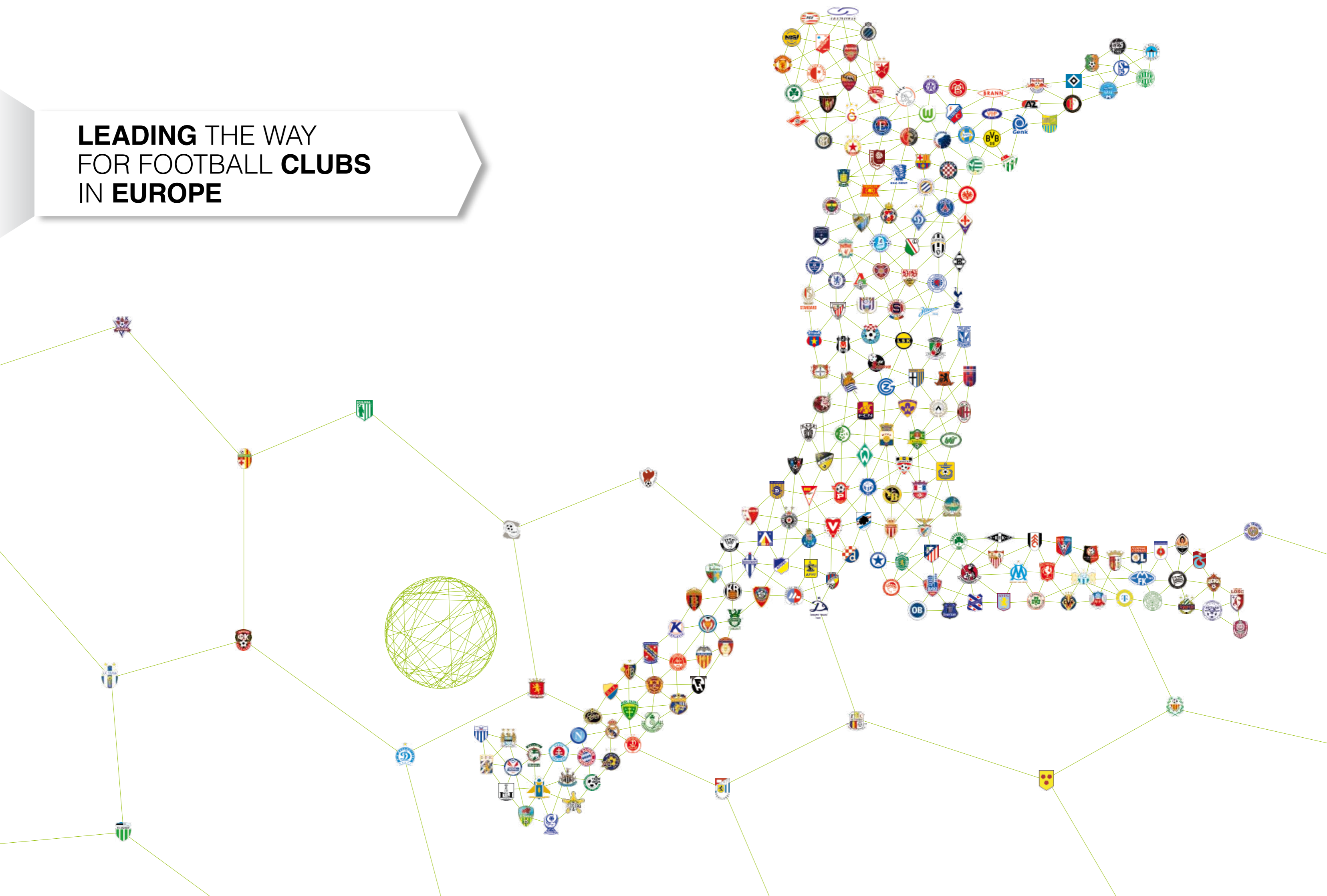


# CONNECTING CLUBS

ANNUAL REPORT 2014



**LEADING THE WAY  
FOR FOOTBALL CLUBS  
IN EUROPE**



# SEASON 2013 2014

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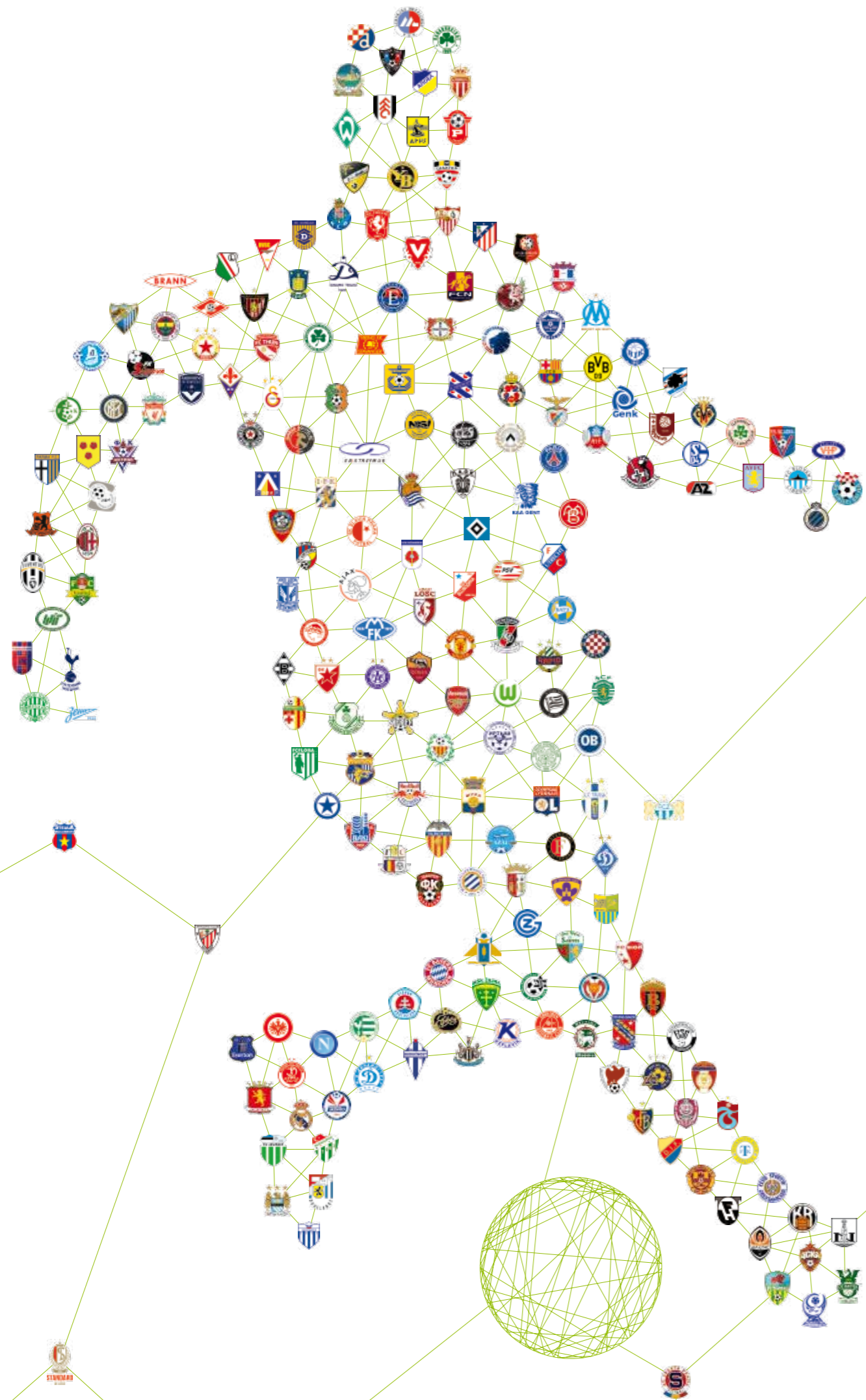
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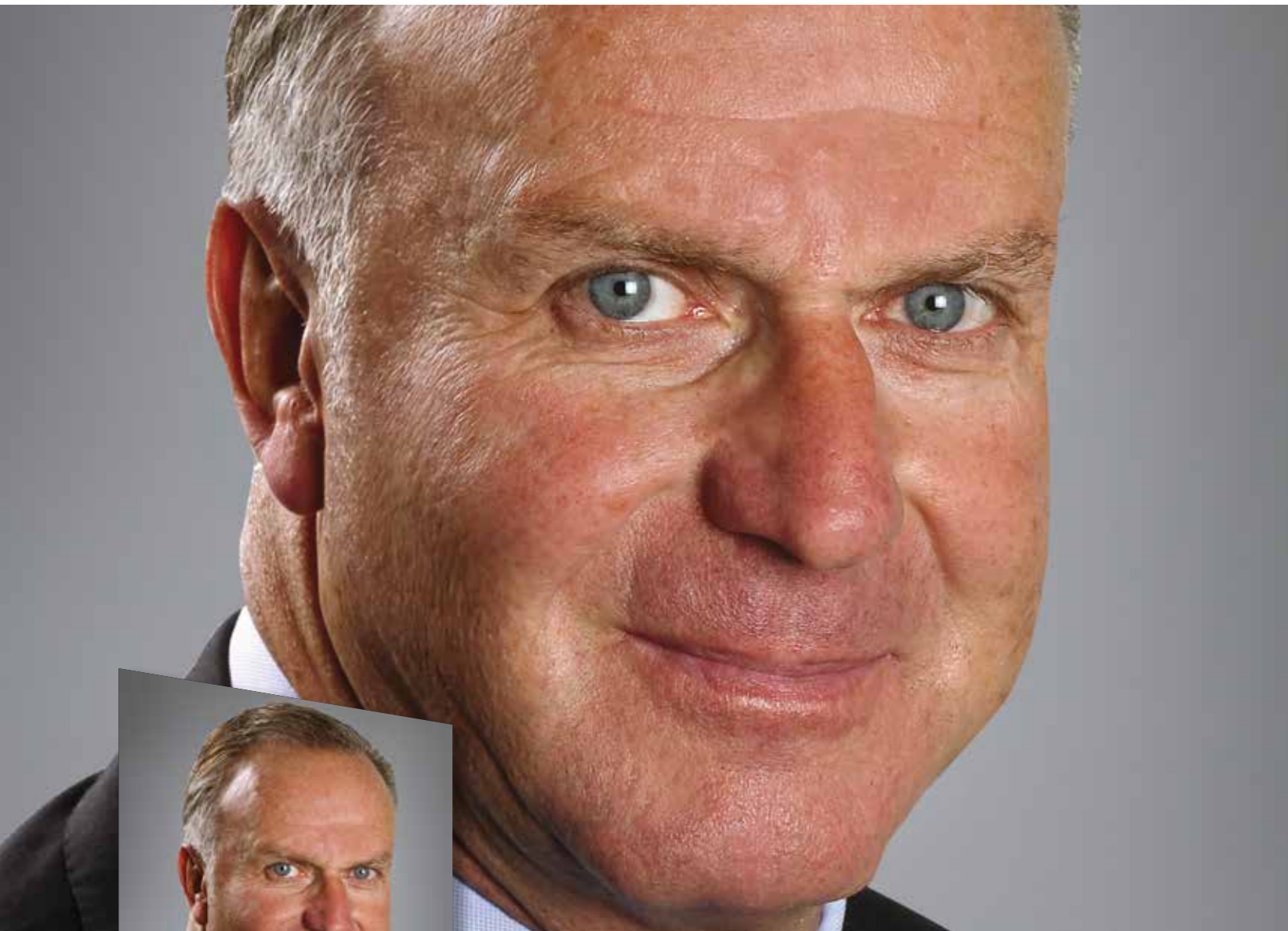
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“ THE 2013/14 SEASON WAS A  
HIGHLY ANTICIPATED ONE... ”

# /01 FOREWORD FROM THE ECA CHAIRMAN



Dear Members and Friends of ECA,

The 2013/14 season was a highly anticipated one, not least because the entire European club football community was interested to find out how the first Financial Fair Play break-even assessment would turn out and if sanctions were going to be imposed on clubs. It has been a long process to reach this point. It is already more than four years ago that we met for our General Assembly in Manchester to approve the key principles of the Financial Fair Play project. I was personally very happy at the time that this project received the unanimous support of our member clubs. It was the right signal to present at the right moment. It underlined that we, the clubs, wanted to take our destiny into our own hands and act jointly to establish a more rational and sustainable future for club football. Back in 2010, it was still very difficult to imagine how the key principles could potentially be put into practice and if they would really achieve the intended outcomes. Moreover, there was an uncertainty as to whether all clubs would agree to pull in the same direction. On top of that, some questioned whether the rules complied with European Union law. Well, to sum up: there were many question marks on the horizon. Regardless, everyone involved in the elaboration and implementation of the rules was extremely determined to make this project happen.

Today, more than four years down the line, we can look back with pride: the project seems to begin bearing fruit. As the annual UEFA Club Licensing Benchmarking Report outlined this year, following six years of increasing losses, there has been a €600m reduction in the aggregate losses of Europe's first division clubs. Furthermore, overdue payables have reduced from €57m in 2011 to €9m in summer 2013, which is another significant and encouraging trend. Whilst these figures are certainly to be welcomed, there is still plenty of work to do. Especially now that the entire set of regulations, including the break-even requirement, is fully in force.

As you know, the first break-even assessment has led to nine clubs being sanctioned for non-compliance. The announcement by the Club Financial Control Body was highly anticipated as it provided a first true picture of the Financial Fair Play implementation process. The Club Financial Control Body has taken a firm position and has applied the sanctions very consistently with all nine clubs signing settlement agreements. As chairman of ECA, I see the development of Financial Fair Play as a positive step forward for football and am convinced that in the long term it will lead to securing a sound financial footing for the game.

Whilst the 2013/14 season will certainly be remembered for Financial Fair Play, it also marked the kick-off for a new ECA Membership Cycle. A new ECA Executive Board and newly composed ECA Working Groups have taken up their work with enthusiasm and vigour. Significant focus has been placed on the transfer system. As you know, the current transfer system and issues relating to transfers in general are being discussed at both UEFA and FIFA level between all football stakeholders. This discussion has led ECA to commission a study which analyses the current transfer system in detail based on real figures and reliable data. The study has indicated that the whole transfer system seems to work well. With our study as important basis for discussion, we will continue to defend our members' interests on this highly important matter for club football.

Relations with UEFA are continuously very good: on all of the above-mentioned matters we have worked together in a very constructive and respectful way, which allowed us to make significant progress. With FIFA the situation is a different one: whilst ECA was officially invited to join a dedicated task force as part of the Qatar 2022 consultation process, no real progress was made regarding a new agreement between ECA and FIFA. Time will show how this relationship develops in the future.

This ECA Annual Report gives you a complete overview of all the topics being discussed and all events that have taken place over the course of the 2013/14 season. It has been another interesting season with many new developments impacting European club football. I invite you to have a careful read allowing you to stay up-to-date with all matters affecting the club game. I would also like to take the opportunity to sincerely thank everyone within our association for their continued commitment and contribution. I was very proud to have been re-elected as ECA Chairman and wish to thank you for your trust and remind you that I will continue to do all I can to ensure that club football develops in the manner that we seek.

I wish you all the very best for the new season.

**Karl-Heinz Rummenigge**  
ECA Chairman

# 02 MESSAGE FROM THE UEFA PRESIDENT



Dear representatives of the board and member clubs of the ECA,

It is a pleasure for me to address you once again in this annual report.

The past season of European club football has given us a lot of emotions and exciting football, culminating in the first-ever city derby in a UEFA Champions League final. The thrilling final in Lisbon proved once again that everything is possible until the last whistle is blown. Congratulations to Real Madrid CF for becoming the first club to win for the tenth time the most prestigious of all club competitions. The increasing dominance shown by Spanish clubs in the UEFA Champions League was also visible in the UEFA Europa League as Sevilla FC won their third UEFA Europa League in nine years following another close contest with SL Benfica.

For the upcoming season, it is worth underlining that this is the last season in the current three-year cycle meaning that some of the changes which have been agreed for the next cycle will have a direct impact on clubs this season. Notably, the winner of this year's UEFA Europa League will qualify to, at least, the play-offs of the UEFA Champions League. Additionally, as part of our other joint ECA-UEFA efforts to further strengthen the UEFA Europa League, a larger number of clubs will qualify directly to the group stage.

Last season also marked the inauguration of a new competition, a fruit of the close co-operation of our two organisations: the UEFA Youth League. This first edition was a large success both on and off the pitch. Congratulations to FC Barcelona for its success. Discussions, as you know, are already on-going for the future of this competition after the first two-year test period ends. However, it seems clear that based on what we have been able to see this year, and on the feedback received by participating clubs, the UEFA Youth League has a bright future ahead.

Off the pitch, there are also some additional highlights I would like to mention.

First of all, the implementation of Financial Fair Play has reached a further step with the Club Financial Control Body making the first assessment of the break-even element of those regulations. Based on the financial data collected, we can already see positive and encouraging trends but there are certainly still efforts to be made. I count on your continued support in this process.

Secondly, the fight against match-fixing has gained further momentum when the UEFA Congress approved the resolution 'European Football United for the Integrity of the Game'. ECA and clubs have an important role to play in this as it is only united that we will be strong enough to win this battle. In the end, it is the future and credibility of our game which is at stake.

Finally, I trust that you have also managed to enjoy the magnificent national team football on display in Brazil this summer, and that your players return more experienced and better players. I also trust that most of them returned uninjured; looking back on previous World Cup Finals, one big change for the clubs is the implementation of proper insurance as well as payments to clubs, because 76.5% of the players are registered with 197 different European clubs. These innovations were also advances that we achieved through working together, as a team.

I wish you the best of luck for the 2014/15 season.

**Michel Platini**  
UEFA President

# 03 GENERAL SECRETARY'S REPORT



Dear ECA Members,

The 2013/14 season marked the kick-off of a new ECA Membership Cycle; and this new cycle does not seem to be less busy than the previous ones. Many important dossiers figured on our meeting agenda with new developments taking place at UEFA and FIFA level both from a sporting and policy point of view; and we can be very satisfied with the overall outcome. I am particularly pleased with the strong teamwork approach that exists within our association; everyone is pulling in the same direction. Every time we meet with our counterparts from UEFA and the other European football stakeholders, we feel that we are taken as a serious partner. Our constructive input and practical approach has helped us to reach some important milestones over the years, and it was not any different last season. Traditionally, this annual report reflects on the past season summarising everything that happened and outlining all decisions of relevance.

Some of the key topics in 2013/14 can be summarised as follows:

### NEW ECA MEMBERSHIP CYCLE

For the new 2013-15 membership cycle, a new ECA Executive Board was elected at the occasion of the 11th General Assembly in Geneva in September 2013. In the meantime, the new board composition was altered due to the departure of Zoran Mamić (GNK Dinamo) and Sandro Rosell (FC Barcelona) who were replaced by Peter Lawwell (Celtic FC) and Josep Maria Bartomeu (FC Barcelona) respectively. Supported by the newly composed ECA Working Groups, the ECA Executive Board has immediately taken up its work to the benefit of the 214 member clubs that our association counted in 2013/14.

### FINANCIAL FAIR PLAY

With the first assessment of the break-even requirement, the Financial Fair Play project has entered its highly anticipated phase. Nine clubs were found in breach with the regulations and signed settlement agreements with the Club

Financial Control Body. It is the first concrete sign that this matter is taken very seriously and there is no way back. Whilst the latest figures of European club football finances are encouraging, a lot more needs to be done before reaching the ultimate aim of a sustainable club football business. We will continue to work alongside UEFA to further progress on this matter.

### UEFA YOUTH LEAGUE

The new youth club competition, the UEFA Youth League, has entered its first season with a lot of success. The competition proved very competitive from a sporting point of view and created overall satisfaction amongst the participating clubs. The UEFA Youth League Working Group, comprised of representatives from ECA, EPFL and UEFA, is continuing its work as the two-year test phase for this competition is ending in 2015. A new competition format with an amended access list enlarging to national champions is almost ready and likely to be introduced after that trial period.

### TRANSFER MATTERS

Much of our attention last season was put on transfer-related matters. With the on-going debate surrounding the current transfer system, the ECA Executive Board decided to contribute to this discussion in a constructive and practical way by commissioning an independent study that analyses in depth the current system. The 'Study on the Transfer System in Europe' was presented to the ECA General Assembly in Barcelona and subsequently discussed at various UEFA and FIFA committees. In the wake of this discussion, many additional topics linked to transfers were addressed last season, notably the new intermediaries regulations and Third-Party Ownership (TPO). With the latter being a very complex matter, we mandated KPMG to shed some light on TPO and the way it is functioning through a dedicated report. This has been our solid contribution to the debate so far in the hope to get to some concrete outcome soon.

### ECA WOMEN'S FOOTBALL COMMITTEE

The newly created ECA Women's Football Committee has progressed on a number of dossiers and identified some key topics to be tackled as a matter of priority: similar to the men's side, the

focus will be on the international calendar and insurance. Proposals were presented to both UEFA and FIFA in this regard causing a lively debate at both instances. Important decisions are expected by the end of the year.

### FIGHT AGAINST MATCH-FIXING

Following the approval of the resolution titled 'European Football United for the Integrity of the Game' in 2013 a dedicated working group was created at UEFA level, including ECA representation, with the aim to come up with proposals as to the practical implementation of the resolution's action list. The working group has met twice over the past season and has made some concrete recommendations in this respect. As ECA we are engaging in a concrete programme to address the issue from inside.

### ECA SERVICES

Following feedback and input from member clubs, the ECA Administration has further expanded its services to members over the course of the 2013/14 season: for example, the new ECA Match Organiser online tool is now live and an ECA Legal Newsletter is now being sent on a regular basis to interested club lawyers. Input from member clubs continues to play an important role in

shaping our association's future and the newly introduced Subdivision Meetings offer a perfect platform to exchange thoughts and ideas in this respect.

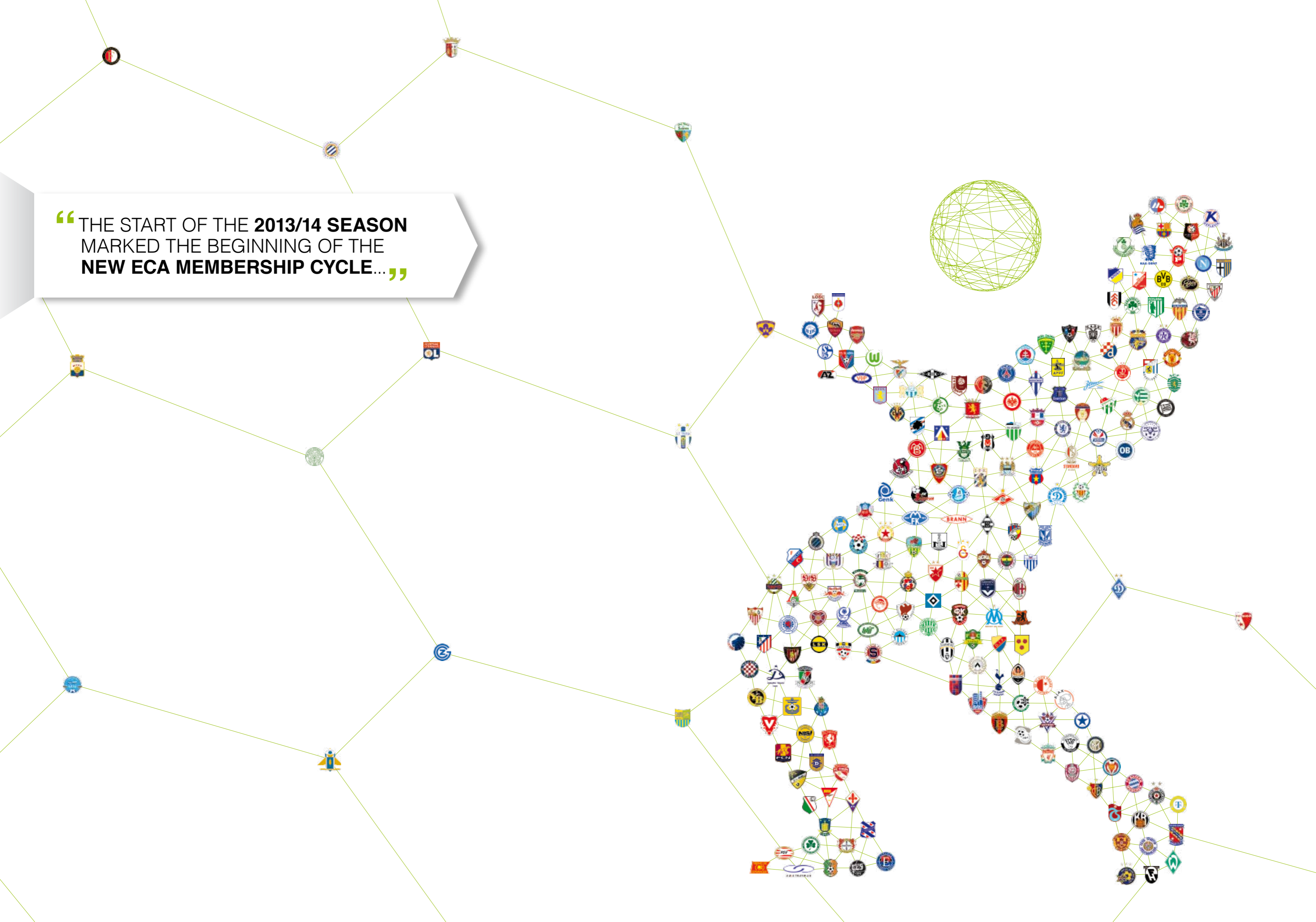
As you can read, as part of a new cycle, the past season can be defined a transition phase preparing the ground for 2014/15. I am personally very happy to see how our association continues to develop. I must thank all our member clubs for their increasing interest and participation. Your commitment and contribution is a key driver to our association's success.

I wish you an enjoyable read and take the opportunity to thank everyone for their work. I look forward to another successful ECA season in 2014/15.

**Michele Centenaro**  
ECA General Secretary



“THE START OF THE **2013/14 SEASON**  
MARKED THE BEGINNING OF THE  
**NEW ECA MEMBERSHIP CYCLE...**”





# 04 NEW MEMBERSHIP CYCLE

The start of the 2013/14 season marked the beginning of the new ECA Membership Cycle 2013-15. In line with the ECA Statutes & Organisational Regulations, a new membership cycle triggers elections for the ECA Executive Board as well as an application procedure for club representatives to become members of one of the five ECA Working Groups. Further, at the beginning of every cycle, the ECA Membership Panel is re-composed based on the UEFA Country and Club Ranking and applications to become associated member are assessed by the Executive Board.

## ECA MEMBERSHIP 2013/14

We counted 214 member clubs in 2013/14 representing 53 UEFA member associations. There were 105 ordinary members and 109 associated members. Since its birth in 2008, ECA Membership has followed the trend of yearly growth.

### INCREASE IN ECA ORDINARY MEMBERS

For the start of the new ECA Membership Cycle, the total number of ordinary members in subdivisions three and four were changed in order to better balance the spread of ordinary member clubs across all subdivisions. At the 10<sup>th</sup> ECA General Assembly on 5 February 2013 in Doha it was decided to move associations ranked 27-28 to the third subdivision meaning an increase of four ordinary members (26 vs 22) in the third subdivision but a decrease by two ordinary members in the fourth subdivision (25 vs 27). Therefore, for the first time, the ECA Membership Panel counts 105 ordinary members in total.



SUBDIVISION	ASSOCIATION RANKING POSITION	NUMBER OF CLUBS PER ASSOCIATION	TOTAL NUMBER OF CLUBS PER SUBDIVISION
1	1 – 3	5	27
1	4 – 6	4	27
2	7 – 15	3	27
3	16 – 28	2	26
4	29 – 53	1	25

### NEW ECA ASSOCIATED MEMBERS

19 clubs were eligible to become ECA Associated Members and have therefore joined ECA at the beginning of the 2013/14 season bringing the total number of ECA Member Clubs to 214. The newly approved ECA Associated Members were as follows:

	Xäzär Länkäran FK   AZE
	Athletic Club   ESP
	Real Sociedad de Fútbol   ESP
	FC Inter Turku   FIN
	TPS Turku   FIN
	Atromitos FC   GRE
	Videoton FC   HUN
	Budapest Honvéd FC   HUN
	Shamrock Rovers FC   IRE
	KR Reykjavík   ISL
	Maccabi Tel-Aviv FC   ISR
	Udinese Calcio   ITA
	FK Shakter Karaganda   KAZ
	FC Irtysh Pavlodar   KAZ
	Crusaders FC   NIR
	Molde FK   NOR
	FC Vaslui   ROM
	Motherwell FC   SCO
	NK Olimpija Ljubljana   SVN

### CHANGE IN MEMBERSHIP STATUS 2013/14

In addition to the clubs that had applied or were eligible to become ECA Associated Member for the new membership cycle, the ECA Statutory Affairs Panel took some decisions on some special membership cases, which resulted in a change of membership status for a few clubs:

- Panathinaikos FC changed status to ECA Associated Membership since they did not receive a European licence and were therefore prevented from participating in Europe. Panathinaikos FC was replaced as ordinary member by the next best eligible club in the ranking, namely Atromitos FC.
- Further to CAS decisions, member clubs Fenerbahçe SK, Metalist FC and Beşiktaş JK were not withheld as ordinary members for the 2013/14 season. They were replaced as ordinary members by Trabzonspor AŞ, FC Dnipro Dnipropetrovsk and Bursaspor Kulübü respectively. All three clubs, however, remain within ECA as associated members.

# 214

member clubs in total













































































































# 105

ordinary members

# 109

associated members

## ECA MEMBERS 2013/14

 <b>SPAIN</b>	 <b>ENGLAND</b>	 <b>GERMANY</b>	 <b>UKRAINE</b>	 <b>RUSSIA</b>	 <b>NETHERLANDS</b>
<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>
 FC Barcelona	 Chelsea FC	 FC Bayern München	 FC Shakhtar Donetsk	 PFC CSKA Moskva	 AFC Ajax
 Real Madrid CF	 Manchester United FC	 FC Schalke 04	 FC Dynamo Kyiv	 FC Zenit St. Petersburg	 PSV Eindhoven
 Valencia CF	 Arsenal FC	 Borussia Dortmund	 FC Dnipro Dnipropetrovsk	 FC Rubin Kazan	 FC Twente
 Club Atlético de Madrid	 Liverpool FC	 SV Werder Bremen			
 Villarreal CF	 Manchester City FC	 VfB Stuttgart	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>
<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	 FC Metalist Kharkiv	 FC Lokomotiv Moskva	 AZ Alkmaar
 Athletic Club	 Aston Villa FC	 Bayer 04 Leverkusen		 FC Spartak Moskva	 FC Utrecht
 Málaga CF	 Everton FC	 Borussia VfL 1900 Mönchengladbach			 Feyenoord Rotterdam
 Real Sociedad de Fútbol	 Fulham FC	 Eintracht Frankfurt			 SC Heerenveen
 Sevilla FC	 Newcastle United FC	 Hamburger SV			
	 Tottenham Hotspur FC	 VfL Wolfsburg			
			 <b>TURKEY</b>	 <b>BELGIUM</b>	 <b>GREECE</b>
<b>ITALY</b>	<b>PORTUGAL</b>	<b>FRANCE</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>
 FC Internazionale Milano	 FC Porto	 Olympique Lyonnais	 Galatasaray SK	 R. Standard de Liège	 Olympiacos FC
 AC Milan	 SL Benfica	 Olympique de Marseille	 Trabzonspor AŞ	 RSC Anderlecht	 PAOK FC
 Juventus	 Sporting Clube de Portugal	 Paris Saint-Germain FC	 Bursaspor Kulübü	 Club Brugge	 Atromitos FC
 AS Roma	 Sporting Clube de Braga	 FC Girondins de Bordeaux	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>
<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	<b>ASSOCIATED MEMBERS</b>	 Beşiktaş JK	 KAA Gent	 Aris FC
 ACF Fiorentina	 Marítimo da Madeira Futebol	 AS Monaco FC	 Fenerbahçe SK	 KRC Genk	 Panathinaikos FC
 Parma FC		 LOSC Lille			
 SSC Napoli		 Montpellier Hérault Sport Club			
 UC Sampdoria		 Stade Rennais FC			
 Udinese Calcio			 <b>SWITZERLAND</b>	 <b>CYPRUS</b>	 <b>DENMARK</b>
			<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>	<b>ORDINARY MEMBERS</b>
			 FC Basel 1893	 APOEL FC	 FC København
			 BSC Young Boys	 Anorthosis Famagusta FC	 Aalborg BK
			 FC Zürich	 AC Omonia Nicosia	 FC Nordsjælland
			<b>ASSOCIATED MEMBERS</b>		<b>ASSOCIATED MEMBERS</b>
			 FC Sion		 Brøndby IF
			 FC Thun		 Odense BK
			 Grasshopper-Club Zürich		

**AUSTRIA**

ORDINARY MEMBERS

- FC Red Bull Salzburg
- FK Austria Wien

ASSOCIATED MEMBERS

- SK Rapid Wien
- SK Sturm Graz

**CZECH REPUBLIC**

ORDINARY MEMBERS

- AC Sparta Praha
- FC Viktoria Plzeň

ASSOCIATED MEMBERS

- FC Slovan Liberec
- FK Teplice
- SK Slavia Praha

**ROMANIA**

ORDINARY MEMBERS

- FC Steaua București
- CFR 1907 Cluj

ASSOCIATED MEMBERS

- FC Oțelul Galați
- FC Vaslui

**SERBIA**

ORDINARY MEMBERS

- FK Partizan
- FK Crvena Zvezda

ASSOCIATED MEMBERS

- FK Vojvodina

**SLOVAKIA**

ORDINARY MEMBERS

- MŠK Žilina
- ŠK Slovan Bratislava

ASSOCIATED MEMBERS

- MFK Ružomberok

**NORWAY**

ORDINARY MEMBERS

- Rosenborg BK
- Molde FK

ASSOCIATED MEMBERS

- Lillestrøm SK
- SK Brann Bergen
- Vålerenga IF
- Viking FK

**ISRAEL**

ORDINARY MEMBERS

- Hapoel Tel-Aviv FC
- Maccabi Haifa FC

ASSOCIATED MEMBERS

- FC Bnei-Yehuda
- Maccabi Tel-Aviv FC

**BELARUS**

ORDINARY MEMBERS

- FC BATE Borisov

ASSOCIATED MEMBERS

- FC Dinamo Minsk
- FC Shakhtyor Soligorsk

**POLAND**

ORDINARY MEMBERS

- KKS Lech Poznań
- Wisła Kraków SA

ASSOCIATED MEMBERS

- Legia Warszawa SA

**BULGARIA**

ORDINARY MEMBERS

- PFC Levski Sofia
- PFC Litex Lovech

ASSOCIATED MEMBERS

- PFC CSKA Sofia

**HUNGARY**

ORDINARY MEMBERS

- Debreceni VSC

ASSOCIATED MEMBERS

- Budapest Honvéd FC
- Ferencvárosi TC
- Győri ETO FC
- Videoton FC

**SLOVENIA**

ORDINARY MEMBERS

- NK Maribor

ASSOCIATED MEMBERS

- NK Domžale
- NK Olimpija Ljubljana

**CROATIA**

ORDINARY MEMBERS

- GNK Dinamo
- HNK Hajduk Split

**SWEDEN**

ORDINARY MEMBERS

- Helsingborgs IF
- IF Elfsborg

ASSOCIATED MEMBERS

- Djurgårdens IF
- IFK Göteborg

**SCOTLAND**

ORDINARY MEMBERS

- Celtic FC
- Motherwell FC

ASSOCIATED MEMBERS

- Aberdeen FC
- Heart of Midlothian FC
- Rangers FC

**GEORGIA**

ORDINARY MEMBERS

- FC Zestafoni

ASSOCIATED MEMBERS

- FC Dinamo Tbilisi
- FC WIT Georgia

**AZERBAIJAN**

ORDINARY MEMBERS

- PFC Neftchi

ASSOCIATED MEMBERS

- Azal PFC Baku
- FK Baku
- Xəzər Lənkəran FK


**FINLAND**

ORDINARY MEMBERS

- HJK Helsinki

















ASSOCIATED MEMBERS

- FC Honka Espoo
- FC Inter Turku
- Myllykosken Pallo-47
- TPS Turku

<p><b>BOSNIA-HERZEGOVINA</b></p> <p>ORDINARY MEMBERS</p> <p> FK Sarajevo</p> <p>ASSOCIATED MEMBERS</p> <p> NK Željezničar</p> <p> NK Široki Brijeg</p>	<p><b>MOLDOVA</b></p> <p>ORDINARY MEMBERS</p> <p> FC Sheriff</p> <p>ASSOCIATED MEMBERS</p> <p> CSC Zimbru Chişinău</p> <p> FC Dacia Chişinău</p>	<p><b>REPUBLIC OF IRELAND</b></p> <p>ORDINARY MEMBERS</p> <p> Saint Patrick's Athletic FC</p> <p>ASSOCIATED MEMBERS</p> <p> Shamrock Rovers FC</p>	<p><b>LUXEMBOURG</b></p> <p>ORDINARY MEMBERS</p> <p> F91 Dudelange</p> <p>ASSOCIATED MEMBERS</p> <p> CS Grevenmacher</p>	<p><b>NORTHERN IRELAND</b></p> <p>ORDINARY MEMBERS</p> <p> Linfield FC</p> <p>ASSOCIATED MEMBERS</p> <p> Cliftonville FC</p> <p> Crusaders FC</p> <p> Glentoran FC</p>	<p><b>WALES</b></p> <p>ORDINARY MEMBERS</p> <p> The New Saints FC</p> <p>ASSOCIATED MEMBERS</p> <p> Bangor City FC</p>
<p><b>LITHUANIA</b></p> <p>ORDINARY MEMBERS</p> <p> FK Ekranas</p> <p>ASSOCIATED MEMBERS</p> <p> FK Sūduva</p>	<p><b>KAZAKHSTAN</b></p> <p>ORDINARY MEMBERS</p> <p> FK Aktobe</p> <p>ASSOCIATED MEMBERS</p> <p> FC Irtysh Pavlodar</p> <p> FK Shakter Karaganda</p>	<p><b>LATVIA</b></p> <p>ORDINARY MEMBERS</p> <p> FK Ventspils</p> <p>ASSOCIATED MEMBERS</p> <p> FK Liepājas Metalurgs</p> <p> Skonto FC</p>	<p><b>ESTONIA</b></p> <p>ORDINARY MEMBERS</p> <p> FC Levadia Tallinn</p> <p>ASSOCIATED MEMBERS</p> <p> FC Flora Tallinn</p>	<p><b>ARMENIA</b></p> <p>ORDINARY MEMBERS</p> <p> FC Pyunik</p> <p>ASSOCIATED MEMBERS</p> <p> FC Banants</p> <p> FC Mika</p>	<p><b>FAROE ISLANDS</b></p> <p>ORDINARY MEMBERS</p> <p> HB Tórshavn</p> <p>ASSOCIATED MEMBERS</p> <p> B36 Tórshavn</p> <p> EB/Streymur</p> <p> NSÍ Runavík</p>
<p><b>ICELAND</b></p> <p>ORDINARY MEMBERS</p> <p> KR Reykjavík</p> <p>ASSOCIATED MEMBERS</p> <p> FH Hafnarfjörður</p> <p> Keflavík FC</p>	<p><b>MONTENEGRO</b></p> <p>ORDINARY MEMBERS</p> <p> FK Zeta</p> <p>ASSOCIATED MEMBERS</p> <p> FK Budućnost Podgorica</p>	<p><b>F.Y.R. MACEDONIA</b></p> <p>ORDINARY MEMBERS</p> <p> FK Rabotnički</p> <p>ASSOCIATED MEMBERS</p> <p> FK Vardar</p>	<p><b>SAN MARINO</b></p> <p>ORDINARY MEMBERS</p> <p> SP Tre Fiori</p> <p>ASSOCIATED MEMBERS</p> <p> SS Murata</p>	<p><b>ANDORRA</b></p> <p>ORDINARY MEMBERS</p> <p> UE Sant Julià</p> <p>ASSOCIATED MEMBERS</p> <p> FC Santa Coloma</p>	
<p><b>ALBANIA</b></p> <p>ORDINARY MEMBERS</p> <p> KF Tirana</p> <p>ASSOCIATED MEMBERS</p> <p> KF Vllaznia Sh.a.</p>	<p><b>MALTA</b></p> <p>ORDINARY MEMBERS</p> <p> Valletta FC</p> <p>ASSOCIATED MEMBERS</p> <p> Birkirkara FC</p>	<p><b>LIECHTENSTEIN</b></p> <p>ORDINARY MEMBERS</p> <p> FC Vaduz</p>			

## ECA EXECUTIVE BOARD 2013/14

CHAIRMAN		 FC Bayern München   GER	<p><b>KARL-HEINZ RUMMENIGGE</b> Executive Board Member since 2008</p> <ul style="list-style-type: none"> <li>Member UEFA Events SA Board</li> <li>Member FIFA Committee for Club Football</li> <li>Member FIFA Strategic Committee</li> <li>Member FIFA Football Committee</li> </ul>
1 <sup>ST</sup> VICE-CHAIRMAN		 AC Milan   ITA	<p><b>UMBERTO GANDINI</b> Executive Board Member since 2008</p> <ul style="list-style-type: none"> <li>Chairman ECA Competitions Working Group</li> <li>Member UEFA Professional Football Strategy Council</li> <li>Member UEFA Club Competitions Committee</li> <li>Member FIFA Committee for Club Football</li> </ul>
2 <sup>ND</sup> VICE-CHAIRMAN		 FC Barcelona   ESP	<p><b>SANDRO ROSELL</b> Executive Board Member since 2010</p> <ul style="list-style-type: none"> <li>Chairman ECA Marketing &amp; Communication Working Group</li> <li>Member UEFA Professional Football Strategy Council</li> <li>Member Organising Committee for the FIFA Club World Cup</li> </ul>
3 <sup>RD</sup> VICE-CHAIRMAN		 PFC CSKA Moskva   RUS	<p><b>EVGENI GINER</b> Executive Board Member since 2010</p> <ul style="list-style-type: none"> <li>Member UEFA Professional Football Strategy Council</li> </ul>
BOARD MEMBER		 Real Madrid CF   ESP	<p><b>PEDRO LÓPEZ JIMÉNEZ</b> Executive Board Member since 2013</p> <ul style="list-style-type: none"> <li>Member UEFA Club Competitions Committee</li> </ul>
BOARD MEMBER		 Arsenal FC   ENG	<p><b>IVAN GAZIDIS</b> Executive Board Member since 2012</p> <ul style="list-style-type: none"> <li>Chairman ECA Legal Advisory Panel</li> <li>Member ECA Statutory Affairs Panel</li> <li>Member UEFA Professional Football Strategy Council</li> <li>Member FIFA Dispute Resolution Chamber</li> </ul>
BOARD MEMBER		 Juventus   ITA	<p><b>ANDREA AGNELLI</b> Executive Board Member since 2012</p> <ul style="list-style-type: none"> <li>Chairman ECA Institutional Relations Working Group</li> <li>Member UEFA Club Competitions Committee</li> </ul>

BOARD MEMBER		 FC Porto   POR	<p><b>DIOGO BRANDÃO</b> Executive Board Member since 2010</p> <ul style="list-style-type: none"> <li>Member UEFA Club Competitions Committee</li> </ul>
BOARD MEMBER		 Olympique Lyonnais   FRA	<p><b>JEAN-MICHEL AULAS</b> Executive Board Member since 2008</p> <ul style="list-style-type: none"> <li>Chairman ECA Finance Working Group</li> <li>Chairman ECA Women's Football Committee</li> <li>Member ECA Financial Fair Play Panel</li> <li>Member FIFA Strategic Committee</li> <li>Member EU Social Dialogue Committee</li> </ul>
BOARD MEMBER		 AFC Ajax   NED	<p><b>EDWIN VAN DER SAR</b> Executive Board Member since 2013</p> <ul style="list-style-type: none"> <li>Chairman ECA Youth Working Group</li> </ul>
BOARD MEMBER		 RSC Anderlecht   BEL	<p><b>MICHAEL VERSCHUEREN</b> Executive Board Member since 2013</p>
BOARD MEMBER		 Olympiacos FC   GRE	<p><b>THEODOROS GIANNIKOS</b> Executive Board Member since 2012</p> <ul style="list-style-type: none"> <li>Member ECA Statutory Affairs Panel</li> <li>Member UEFA Club Competitions Committee</li> <li>Member FIFA Dispute Resolution Chamber</li> </ul>
BOARD MEMBER		 AC Sparta Praha   CZE	<p><b>JAKUB OTAVA</b> Executive Board Member since 2012</p>
BOARD MEMBER		 GNK Dinamo   CRO	<p><b>ZORAN MAMIĆ</b> Executive Board Member since 2013</p>
BOARD MEMBER		 FK Ekranas   LTU	<p><b>AUŠRYS LABINAS</b> Executive Board Member since 2010</p> <ul style="list-style-type: none"> <li>Member UEFA Club Competitions Committee</li> </ul>

For the new ECA Membership Cycle 2013-15, a new Executive Board was elected at the occasion of the 11th General Assembly in Geneva on 9 September 2013.

The ECA Ordinary Members met in their respective subdivision groups to elect 11 Board Members to join the four existing Board Members who represent ECA at the UEFA Professional Football Strategy Council (PFSC). At that time, the four PFSC members were Umberto Gandini (AC Milan), Ivan Gazidis (Arsenal FC), Sandro Rosell (FC Barcelona) and Evgeni Giner (PFC CSKA Moskva). Following the elections, the new Executive Board met for the first time to appoint the chairman, the three vice-chairmen as well as the five working group chairmen. Furthermore, Michele Centenaro was confirmed as ECA General Secretary.

In the course of the 2013/14 season, the composition of the ECA Executive Board has undergone some changes due to the departure of Zoran Mamić and Sandro Rosell.

Zoran Mamić resigned from the Board following his appointment as head coach of GNK Dinamo. He was elected to the Executive Board for the first time last year. Even though, in the end, he only sat at the Executive Board table for half a season, he showed a lot of commitment and contributed constructively to the discussions at board level always bearing in mind the interests of the third subdivision group.

Sandro Rosell stepped down in his capacity as ECA Board Member and member of the PFSC following his resignation as president of FC Barcelona in January 2014. Sandro Rosell was a member of the ECA Executive Board since September 2010 and represented the association on various UEFA and FIFA committees. He was also chairman of the ECA Marketing & Communication Working Group and held the ECA second vice-chairmanship. Sandro Rosell's commitment to ECA over the years was exemplary. He spent a lot of time and effort on ECA matters.

We would like to thank both vacating members for their commitment and friendship and wish them the best of luck for the future.

The ECA Ordinary Members of the third subdivision elected Celtic FC CEO, Peter Lawwell, as Zoran Mamić's successor at the occasion of the 12th General Assembly in Barcelona.

With regards to Sandro Rosell's vacant positions, the ECA Executive Board decided at its meeting in May 2014 to appoint the new FC Barcelona President, Josep Maria Bartomeu, as his successor as ECA representative at the PFSC, which automatically allows him to take up a seat on the ECA Executive Board until the end of the running membership cycle 2013-15. Further, the Board decided to appoint Real Madrid CF Vice-President, Pedro López Jiménez, as the new ECA second vice-chairman. Manchester United's Executive Vice-Chairman, Ed Woodward, was nominated to act as chairman of the ECA Marketing & Communication Working Group.



Peter Lawwell



Josep Maria Bartomeu

## ECA WORKING GROUPS 2013/14

At its first meeting of the season, the newly elected ECA Executive Board decided on the final composition of the five ECA Working Groups for the new cycle.

In total, the ECA Administration received 167 applications from 126 different member clubs representing no less than 45 national associations. Given the great number of applicants, the ECA Executive Board decided to increase each working group by two seats: every working group is now composed of 20 members plus the chairman and vice-chairman. The five working groups all met for their inaugural meetings in the second half of 2013.

The full list of all ECA Working Group, Panel and Committee Members can be found in the Appendix.



Competitions Working Group



Institutional Relations Working Group



Finance Working Group



Marketing &amp; Communication Working Group



Youth Working Group

## ECA REPRESENTATIVES AT THE UEFA PFSC AND CCC

For the start of a new UEFA committee cycle, ECA was asked by UEFA to nominate its representatives for the UEFA Professional Football Strategy Council (PFSC) and the Club Competitions Committee for the 2013-15 period.

### UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL (PFSC)

The ECA Members nominated by the ECA Executive Board at the beginning of the season to represent the clubs' interests at the PFSC were Umberto Gandini

(AC Milan), Ivan Gazidis (Arsenal FC), Sandro Rosell (FC Barcelona) and Evgeni Giner (PFC CSKA Moskva). Following the resignation of Sandro Rosell from all his ECA and UEFA duties in the second half of the season, the Board decided to fill the vacant PFSC position with Josep Maria Bartomeu, the new FC Barcelona president.

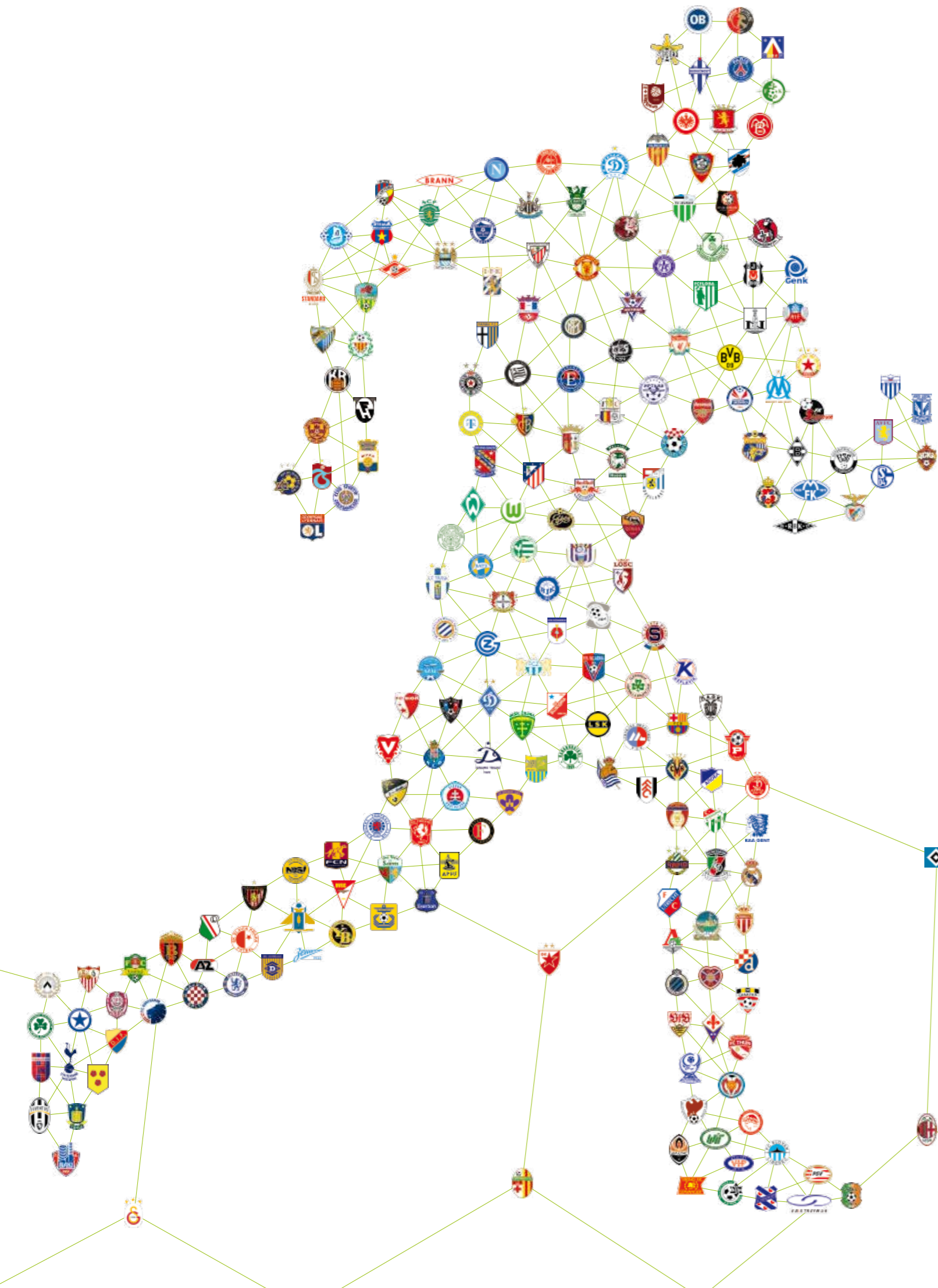
### CLUB COMPETITIONS COMMITTEE

As per the 2012 ECA-UEFA MoU, the Club Competitions Committee is exclusively composed of club representatives with 50% appointed by ECA and UEFA respectively.

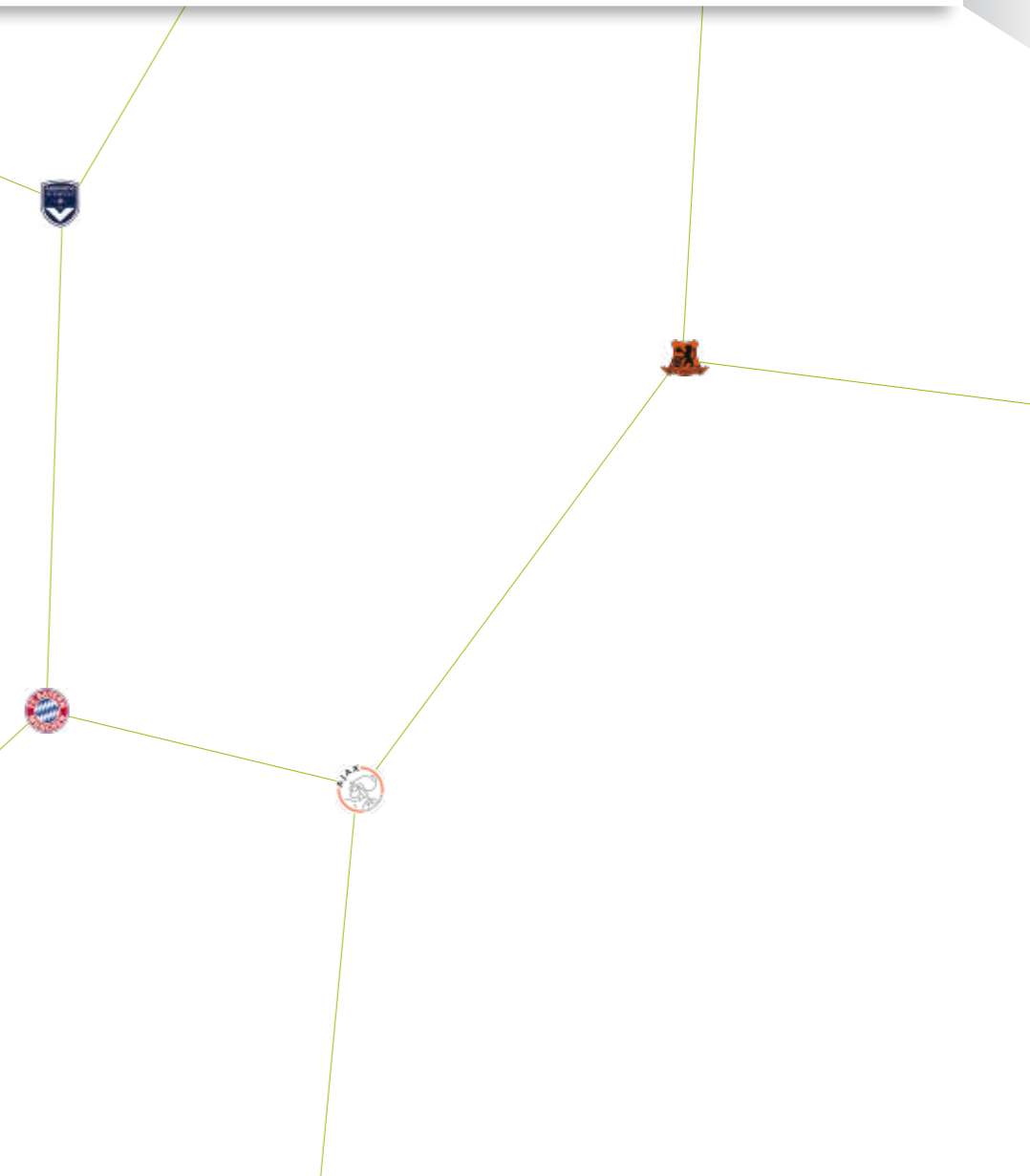
The ECA Executive Board appointed the following seven members for the 2013-15 committee cycle:

- Andrea Agnelli (Juventus)
- Ian Ayre (Liverpool FC)
- Karl Hopfner (FC Bayern München)
- Pedro López Jiménez (Real Madrid CF)
- Diogo Brandão (FC Porto)
- Theodore Giannikos (Olympiacos FC)
- Aušrys Labinas (FK Ekranas)

In addition, the Board appointed Karl Hopfner as first vice-chairman and Diogo Brandão was confirmed as second vice-chairman of the Club Competitions Committee.



“THE FINANCIAL FAIR PLAY ERA HAS ENTERED THE CRUCIAL PHASE...”



# /05 FINANCIAL FAIR PLAY

The Financial Fair Play (FFP) era has entered the crucial phase as the break-even requirement came fully into force in 2013/14 with first sanctions pronounced for nine clubs in breach with the regulations. Whilst UEFA's Benchmarking Report indicates some encouraging figures as Europe's top division clubs' net losses decrease, there is still considerable work to be done in reducing these losses further.

## UEFA CLUB LICENSING BENCHMARKING REPORT

As FFP starts to have a positive impact, UEFA launched a new benchmarking report focusing on the 237 clubs involved in the 2013/14 UEFA competitions.

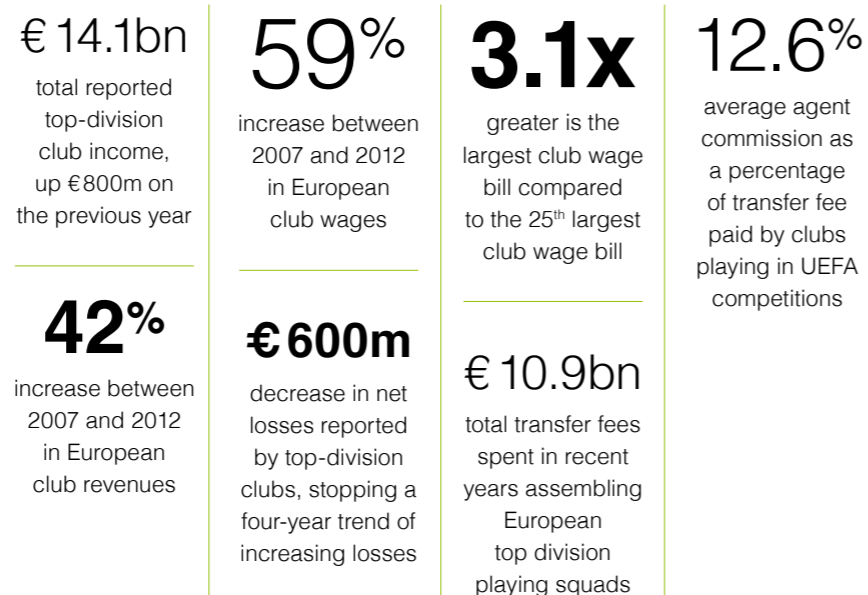
The report, entitled 'Licensed to Thrill', is the first benchmarking publication to concentrate in detail on the 237 clubs participating in UEFA competitions providing a first snapshot on their financial profile based on the clubs' most recent 2012 financial accounts.

Despite very severe economic conditions affecting European markets for more than four years, football revenues have continued to grow. The aggregate revenue of the 237 competing clubs attained the level of €8.1bn (ie 57% of the total €14.1bn reported in 2012 by the 700+ top division clubs). On average, the clubs spent 60% of their revenue on wages, 79% of which went to players and 21% to technical and administrative staff. In this respect, it is important to note that for the first time since records began in 2006, revenue growth (6.9%) has outpaced wage growth (6.5%). In addition, overdue payables have reduced from €57m in 2011 to €9m in summer 2013 following a series of punishments for clubs in breach of the rules. The €9m of overdue payables on 30 June 2013 represents a 70% decrease on the €30m figure for 2012.

The 'Licensed to Thrill' report was supplemented by the full UEFA Club Licensing Benchmarking Report covering the club financial performance of more than 700 top division clubs in Europe for the financial year 2012. The report's

key figure clearly demonstrates that FFP is already having a significant influence on club finances: after six years of increasing losses, there has been a €600m reduction in the aggregate losses of Europe's first division clubs.

### KEY FACTS FROM THE 6<sup>TH</sup> UEFA CLUB LICENSING BENCHMARKING REPORT:



Overall, these positive trends are a strong sign that FFP is working and that the clubs are implementing strategies to better manage their finances in line with the philosophy of the regulations. Regardless, there is still plenty of room for improvement as we are aiming at attaining a healthy and sustainable financial environment for clubs and for European football.

## CLUB FINANCIAL CONTROL BODY DECISIONS

The Club Financial Control Body (CFCB) Investigatory Chamber announced in May that the nine clubs, for which investigations were opened following non-compliance with Financial Fair Play (FFP) regulations, have individually agreed to settlement agreements.

These agreements are aimed at ensuring each club achieves break-even compliance with minimal delay. Each of the settlement agreements includes some or all of the following provisions:

- Break-even targets: Defined as (i) annual and aggregate break-even results as per individual summary settlements, and/or (ii) restrictions on the level of revenue from sponsorship/inter-company transactions that can be included in a club's future break-even calculation
- Sporting measures: Defined as limitations on (i) the number of players

included on the 'A' list related to UEFA competitions, and/or (ii) the registration of newly-transferred players on the 'A' and 'B' squad lists related to UEFA competitions; and/or (iii) employee benefit expenses (total wages and benefits) incurred in the relevant reporting period(s)

- Financial contributions: Defined as money withheld from revenues earned from participation in UEFA competitions (for which the distribution of such money according to an agreed formula shall be communicated at a later date); such contributions shall not impact future break-even calculations

Each club will be subject to on-going monitoring, and any case of non-compliance with the terms of their agreement will be automatically referred to the CFCB Adjudicatory Chamber. Whilst agreements may be reviewed by the CFCB Adjudicatory Chamber upon the request of the chairman of the CFCB and/or upon the request of

a directly affected party within ten days, UEFA confirmed that for the nine clubs in question no reviews were requested.

In relation to the provisions in the settlements concerning the number of players to be included in the A list for the 2014/15 UEFA club competitions, the relevant principles were confirmed as follows:

- Should a club be entitled to register a maximum number of 21 players on the A list, the minimum number of places exclusively reserved for 'locally trained players' shall be five instead of eight, of which a maximum of four shall be 'association-trained'
- Should a club be entitled to register a maximum number of 22 players on the A list, the minimum number of places exclusively reserved for 'locally trained players' shall be six instead of eight, of which a maximum of four shall be 'association-trained'

## ECA & UEFA COLLABORATION

ECA and UEFA have worked very closely on the implementation of the Financial Fair Play (FFP) Regulations and will continue to do so in the future as the project has entered a decisive phase.

Following the announcement of the Club Financial Control Body (CFCB) to sanction nine clubs in breach of FFP, UEFA confirmed that withheld prize money from sanctioned clubs will benefit club football and be distributed among clubs participating in UEFA competitions. In this respect, UEFA have announced that any decision on how the money will be distributed will be discussed in close collaboration with ECA.

While the process has been a complex one and it was important to get started without undermining the credibility of the project and the pursuance of the main objective of long-term sustainability, we believe that proposed settlement agreements reflect a consistent approach. However, we note that in some cases the published settlement agreements did not allow for sufficient information on the sanctions and the reasoning for such decisions (ie limit on transfer spending and salaries). Since these decisions ultimately do not only concern the sanctioned clubs, but all clubs in Europe (be it directly or indirectly), we invited UEFA to be as transparent as possible with regards to the grounds of every decision. Since

we are only at the beginning of this new era and no jurisprudence exists, it is important to avoid different interpretations of the rules or decisions by various stakeholders.

Further, we have raised the issue relating to the lack of assessment of clubs that did not participate in UEFA competitions in previous years, which is perceived as an unfair advantage over clubs that did participate in European competitions. We have stressed that such situations cannot be tolerated and should be addressed as matter of priority in order to retain the credibility of the project.



# /06 TRANSFERS

After the publication of the European Commission commissioned study on “The Economic and Legal Aspects of Transfers and Players”, the debate on the transfer system was further intensified. Therefore, the transfer system and related matters were identified as a priority topic for 2013/14 by the UEFA Professional Football Strategy Council (PFSC). The PFSC Working Group on Transfer Matters was created to consider improvements in connection with player transfer-related matters. Topics such as agents, third-party ownership, loans, transfer windows and squad-size limit were discussed intensively. In order to contribute to the on-going discussions based on practical facts, ECA decided to commission two studies, one on the transfer system and one on third-party ownership.

## ECA STUDY ON THE TRANSFER SYSTEM IN EUROPE

Since it has been noted that the discussions on the transfer system are often led by individual opinions and personal experiences with little focus on detailed financial and data-based analysis, we felt the need to commission a study highlighting the reality governing the transfer system. The ECA Executive Board mandated PricewaterhouseCoopers (PwC) and LIUC University to carry out a study, based on real figures from official sources and focusing on a European perspective. The ultimate aim was to better understand how the current transfer system operates in order to provide a more credible and reliable basis for discussion. The study offers an in-depth overview of all the incoming and outgoing transfer transactions involving European clubs over a two-year period (season 2011/12 & 2012/13).

### TOTAL NUMBER OF TRANSFERS ANALYSED

The total number of international transfers made by European clubs analysed in the study was 14'322, for a total value of \$5'147m. 66% of these transfers (or 9'511) were originated by transactions within the UEFA territory, whereas the remaining 34% was evenly distributed between incoming and outgoing transfers with non-UEFA countries.

European clubs had a negative transfer balance vis-à-vis South America and Asia, with net disposals of respectively 59 and 342 players. This means that more players were transferred from Europe to South America and Asia than the other way around. Such negative balance was almost entirely offset by the transfer activity with Africa with 307 net acquisitions.

In terms of value of transfers, European clubs exchanged \$4'007m amongst them, whereas they paid \$801m to non-UEFA countries and received \$339m, resulting in a net transfer spend equal to

\$462m. Money was primarily paid to South America (€527m net spent) and received by Asia (\$135m net received).

### FOCUS ON INTERNATIONAL AND DOMESTIC TRANSFERS OF MAJOR FIVE LEAGUES

Furthermore, the study focuses on all the international and domestic transfers involving major five leagues' clubs, which, during the two-year period 2011/12 and 2012/13, amounted to 5'491 for a total value of €4'853m. Only 1'110 transfers (20%) occurred amongst the major five leagues' clubs, whereas 2'935 (or 54%) were the outgoing transfers to clubs outside the major five leagues and 1'446 (or 26%) the incoming.

The net outflow of players from major five leagues' clubs to the other leagues was 1'489. Outgoing transfers with respective lower divisions accounted for a large part of such number, due to the large volume of players sent on loan.

With respect to the value of those transfers, in the two seasons of analysis, major five leagues' clubs exchanged €2'661m among them, whilst they paid €1'551m to other leagues' clubs and received €642m, generating a deficit of €909m.

### METHODOLOGY: SEGMENTATION INTO BUNDLES AND CLUSTERS

In order to gain a more comprehensive view on the trends characterising the transfer system in Europe the 54 UEFA countries were additionally segmented into three bundles (top, medium and low) and each of the major five leagues' clubs into four clusters, based on their ranking in their respective league during the sporting seasons 2011/12 and 2012/13.

Clubs belonging to the top bundle countries are the ones in which the football industry is more developed and richer compared to the medium and low bundles as they account for 82% of the overall European football revenues. Top bundle countries also hold a 71% share of the overall gross domestic product generated by European countries, thus showing a positive correlation between football and the rest of the economy.

### TRANSFER EXPENDITURE REMAINS STABLE

European football revenues have grown since 2007, with an annual average increase of 5.6%. However the total transfer expenditure remained stable (approximately €3bn a year on average) and its incidence on revenues have reduced since 2007, from 28% to 22%. In the same period, employee costs increased by 8.5% each year, absorbing a large part of the aforementioned revenue growth.

### SOLIDARITY REDISTRIBUTION AND COMPETITIVE BALANCE

The study shows that the current transfer system is set up in such a way that allows solidarity redistribution between clubs:

clubs competing in top bundle countries redistributed 1'054 players to the rest of the world. The same trend was observed as well in the major five leagues, where clubs from the first two clusters, meaning the clubs that ranked in the first ten positions of the respective league, were net exporters towards other clubs with a net outflow of players of 877.

Similar redistribution effects occurred also in terms of the value of the transfers: clubs belonging to top bundle countries redistributed \$1'028m to the rest of the world while, from a major five leagues' perspective, the clubs from clusters one and two had an outflow of money of €904m to other clubs.

The fan base drives clubs' revenue generating ability. Clubs with a larger fan base also generate more commercial and broadcasting revenues. The current transfer system is a way to redistribute such wealth from big clubs to smaller ones, countering competitive imbalance.

If there was no transfer system, the aforementioned €904m would not have been distributed from cluster one and two clubs to smaller clubs. Competitive balance would thus be compromised as the gap between top players/big clubs and other players/small clubs may widen and top players' salaries may rise significantly.

Other than by the redistributive effects of the transfer system competitive balance was also confirmed by several other facts, including the turnover of clubs participating in UEFA competitions as 578 different clubs participated over the last 10 years (ie 11 clubs per country on average).

### FREEDOM OF MOVEMENT GUARANTEED

Freedom of movement of players is guaranteed by the current system as out-of-contract transfers represented 73% (or 10'431) of the total number of transfers made by European clubs (14'322). Loans and permanent transfers represented 14% (1'975) and 13% (1'916) respectively.

The average value of international transfers during the two analysed seasons was \$0.4m if all transfer types are taken into consideration, whilst it increases to \$2.7m considering only permanent transfers.

### FIFA SOLIDARITY CONTRIBUTION

The maximum amount of solidarity contribution arising from the international transfers involving European clubs if FIFA solidarity rate (5% of transfer fee) had been fulfilled in each transfer was \$257m. However, the effective solidarity contribution recorded amounted to \$57.9m (1.15% of transfer fees), showing a gap of more than \$199m with respect to the theoretical figure.

Solidarity contribution paid between European clubs amounted to 1.28% (or \$50.2m) of the overall transfer expenditure, while solidarities paid to non-UEFA countries was 0.88% (or \$6.9m) and 0.24% (or \$0.8m) was received from clubs in non-UEFA countries.

### CLUB AGENT COMMISSIONS

Additional analyses performed in the study highlight the role of club agents. Their compensation appeared to be quite significant and should be reviewed carefully. Over the two-year review period, club agent commissions totalled \$254m, representing 14.6% of the value of the 865 transfers with which they were involved (\$1'740m). The majority of those commissions, equal to \$211m (or 83%), was generated by transfers within the UEFA territory.

### LOAN ACTIVITY

The study also offers several details on the loan activity performed by European clubs during the two-year period of analysis. 1'506 international outgoing loans were made by European clubs, of which 54% involved under-23 players. The average age of loaned players was 23.7.

A similar trend was observed with respect to incoming loans, which totalled 1'780 transferred players, 60% of which were under-23.

Clubs' loan activity was also analysed with a focus on the major five leagues, also considering domestic loans. The total number of loans in the two-year period 2011/12 and 2012/13 was 2'355, representing 43% of the overall transfers made by major five leagues' clubs, and demonstrating a widespread use of this practice. Only 11% of these loans were backed by a monetary compensation, showing that the market does not appear to recognise value for loans.

69% of the 1'990 players sent on loans by major five leagues' clubs were directed to lower divisions. Such practice appears to be healthy as it serves as a development opportunity for players to grow and for lower division clubs to remain competitive in a cost efficient manner.

**CONCLUSION**

In conclusion, there are several indicators emerging from the study which show that the current transfer system allows for the free movement of players and the redistribution of money from top to bottom. Thus, competitive balance seems to work but could still be improved by defining a higher level of transparency and disclosure on loans, club agent commissions and the solidarity mechanism. ECA presented the study at both UEFA and FIFA level in the relevant competent bodies. We believe that overall the transfer system works well and are of the opinion that Financial Fair Play (FFP) will act as a significant measure to address most of the abuses in the transfer system. Therefore, we would not introduce major changes or envisage an overhaul of the current system before the effects of FFP have been duly assessed.



# RESPECT OF CONTRACTS AND PROTECTING YOUNG PLAYERS AND TRAINING CLUBS

The PFSC Working Group on Transfer Matters identified respect of contracts and protecting young players and training clubs as subjects that should be tackled as matters of high priority. As a result, the working group has focused on these topics first and elaborated a number of recommendations.

**RESPECT OF CONTRACTS**

**Overdue Payables Towards Players**

According to estimates from FIFA, around 75-80% of cases in the category of 'labour disputes' before the FIFA Dispute Resolution Chamber concern claims by players for outstanding wages. The current regulations and practices do not sufficiently protect players against non-payment of salaries.

*Recommendation to National Associations/National Leagues*

To adopt and enforce through a national club licensing system or other national competition rules or regulations, either the enhanced overdue payables rule similar to the UEFA model or a model based on another well-functioning and established system, which achieves the same objectives, according to which, inter alia, effective sanctions will be imposed on clubs failing to pay players' remunerations to players in due time. Appropriate punitive measures in case of repeated offences should also be included.

*Recommendation to FIFA*

To amend the relevant regulations in a manner to protect players from non-payment of salaries and in particular which provides for their payment promptly as they fall due, and in any event no later than 30 days from the contracted payment date with appropriate sanctions to be imposed in the event of non-payment.

**Overdue Payables Towards Clubs**

The working group considers that all European professional football clubs should meet their transfer obligations (including agreed transfer fees, training compensation and solidarity contribution) as they fall due.

*Recommendation to National Associations/National Leagues*

To adopt and enforce either the enhanced overdue payables rule or a model based on another well-functioning and established system. Failing to pay the clubs in time should lead to sanctions including, but not limited to, withholding of centrally generated revenues with the possibility for the withheld amount to be paid directly to the creditor club.

*Recommendation to FIFA*

To include a provision in the FIFA RSTP that all clubs shall pay their contracted transfer fees promptly as they fall due, and in any event no later than 30 days from the contracted payment date, with appropriate sanctions to be imposed in the event of non-payment. FIFA are requested to ensure all national associations include it without modification in their regulations, and monitor/audit national associations to ensure that they have in place procedures sufficient to give proper effect to its provisions.

**Monitoring, Transparency & Clearing Houses**

The working group considers that accurate monitoring and greater transparency is essential to ensure the effective and efficient working of the transfer system. Further, it believes that the operation of a clearing house for payment of transfer fees brings considerable benefits in terms of transparency and regulatory oversight (and, therefore, better 'governance').

*Recommendation to National Associations/National Leagues*

To establish clearing houses for the payment of transfer fees by member clubs (subject to any mandatory legal provisions which would prohibit or make impractical the operation of such clearing houses) or alternatively systems similar to FIFA Transfer Matching System (TMS) achieving the same objectives.

*Recommendation to FIFA*

To ensure the national associations includes all the relevant details of each player passport in the FIFA TMS system in such a way that these are accessible to the concerned clubs and that the player passport is accurate and complete.

## PROTECTING YOUNG PLAYERS AND TRAINING CLUBS

### Dispute Resolution

The slow pace of dispute resolution before the FIFA Dispute Resolution Chamber (DRC) and the Players' Status Committee (PSC) has been a frequent cause for complaint in recent years. The working group believes that the swift resolution of disputes is vital to the efficient operation of European club football.

#### *Recommendation to National Associations/ National Leagues*

To adopt national dispute resolution bodies for national disputes as per article 22b of the FIFA RSTP and as described in detail in circular letters 1010 and 1129 in consultation with the national social partners.

#### *Recommendation to FIFA*

To reform and improve the operational efficiency of the FIFA DRC by adopting the following reform proposals:

- To create fast track and regular track procedures
- To fix deadlines and prompt notification of claims directly to the concerned parties
- To increase DRC and single judge meetings
- To impose sanctions (punitive orders and cost awards) for bad faith litigation and disrespect of deadlines
- To introduce measures for repeat offenders
- To enforce CAS ordinary awards
- To create online system for training & solidarity disputes
- To notify decisions promptly with grounds to be provided in seven days

Further, FIFA shall encourage and promote national associations to put appropriate national dispute resolution structures into place and for FIFA to monitor the appropriate functioning of these. FIFA shall also ensure, where legally possible, that all clubs and players have access to arbitration as a means of dispute resolution in accordance with the standards of the FIFA DRC.

### Publication of Decisions of the FIFA Sub-Committee

To promote transparency and understanding in the football community, FIFA should publish the decisions of its sub-committee on the transfer of minors, redacting information as necessary in order to preserve confidentiality.

### Trials

The working group recognises that the ability of a young player to temporarily join another club on trial can be of the benefit to all parties, particularly the young player as it enables him to find a club appropriate to his level of development and his future needs.

#### *Recommendation to National Associations/ National Leagues*

To provide for appropriate, child centred, regulation governing the operation of trials, in consultation with national social partners, perhaps using the English Premier League model as an inspiration.

#### *Recommendation to FIFA*

To publish the decisions of its sub-committee on the transfer of minors.

The recommendations were formally and unanimously adopted by the PFSC and have been submitted to FIFA for discussion in the competent bodies.

## THIRD-PARTY OWNERSHIP

Discussions on third-party ownership (TPO) are on-going between the European football stakeholders: whilst UEFA and FIFPro continue to call for an immediate ban of TPO arrangements, ECA and EPFL reiterate that they are not in a position to support a TPO ban at this stage. TPO falls under the auspices of world governing body FIFA and to date, as far as the applicable international regulatory framework is concerned, FIFA's approach is to prohibit the influence that third parties could have on clubs. In case FIFA would not take any further action, UEFA has already announced that it would legislate on this matter to protect its own competitions and thus prohibit TPO.

### ECA STUDY ON THIRD-PARTY OWNERSHIP

Since the discussions at various levels have confirmed that there is a need for a broader and more detailed analysis of the different aspects associated with TPO and considering the complexity of the practice, the limited economic data available and the varied global relevance of TPO, we decided to mandate KPMG Spain to undertake a study on TPO with the objective to present a factual overview of the current situation of the TPO practice in European football. The findings of the study and subsequent conclusions can be summarised as follows:

#### Definition of Third-Party Ownership

TPO is usually and commonly defined as an agreement between a club and a third party, such as investment funds, companies, sports agencies, agents and/or private investors, in accordance to which, a third party, whether or not in relation with an actual payment in favour of a club, acquires an economic

participation or a future credit related to the eventual transfer of a certain football player.

#### Different Types of TPO

The most common types of TPO in Europe are the following:

- Financing TPO: Sale of part of the economic rights of specific players, for which the club receives an agreed amount
- Investment TPO: Acquisition of a player by a club, and simultaneously part of the economic rights of the player are acquired by a third party

In South America, Recruitment TPO is a common practice, which arises when a club extends a percentage of a player's economic rights, and therefore a percentage of any revenues deriving from that player's future transfer to an agent, company, a player's relatives, or even the player himself, for recruiting the player – usually young and not professional – for the club.

In addition to the most common types of TPO, other schemes are used in football which, to a greater or lesser extent, affect the cash received by the clubs when a transfer is made, such as use of economic rights as guarantees, commissions linked to the sale value of a player by another club, an agent, the player, or others.

#### Trends

Whilst TPO is a common practice in South America, it is not allowed in the UK, France and Poland. Globally, in the remaining European countries, this practice has not been significant, although it appears to be experiencing an upward trend in recent years.

#### Standard Terms

The percentage of ownership in Europe appears usually to be between 10% and 50%. In Latin America, the percentage tends to be higher. The duration of the investment typically ranges from one to four years. Risks and rewards are shared,

although investors tend to require a minimum return whether or not the player is transferred within the term of the TPO agreement.

The cash flows resulting from TPO operations, from a club and investor perspective, are highly linked to the gain/loss obtained and specific clauses agreed (mainly share of risks and rewards, minimum returns and interest rates).

#### Estimated Market Share in Europe

- TPO is a common practice in Portugal, and the value of the players under TPO practice is between approximately 27% and 36% of the market value of the players in the Portuguese league
- TPO is also very common in Eastern Europe countries (Bosnia, Croatia, Macedonia, Serbia, Albania, Bulgaria, Romania, Hungary, Slovenia and Montenegro), experiencing an upward trend in recent years, where TPO market share is estimated to be over 40% of total market value
- In the case of Spain, TPO has also greatly increased in recent years where the estimated market share of TPO is estimated to be between 5% and 8%
- In other countries, such as Italy, Germany, Belgium, Russia, Greece and the Netherlands, this practice is not significant, although the interest from clubs appears to be increasing

The market share (in terms of market value) of the players under TPO in the European leagues is estimated to be between 5.1% and 7.8% (3.7% and 5.7% if considering those countries in which TPO is not allowed) – the value of third-party investments would be between 10% and 50% of the market value of the players under TPO.

#### Key Conclusions

TPO in Europe is low and highly concentrated in a few countries; it appears to be an extended practice in South America.

*TPO is a Growing Practice*

- The number of football investment funds has increased in recent years
- A minimum return and high interest rates on the investment are usually required by investors
- The negative financial situation in several countries, and in some football clubs, has led to an increasing demand of TPO
- TPO funds are usually more familiar with the football industry than other financing mechanisms

*TPO in Europe is Significantly Different from the South American Model*

Whilst TPO in Europe is mainly linked to Financing TPO and Investment TPO, by which additional financial resources are obtained by the clubs which do not currently have access to other sources of financing, TPO in South America is mainly made through Recruitment TPO, which arises when a club extends a percentage of a player's economic rights to an agent, company, a player's relatives, or even the player himself, for recruiting the player (usually young and not professional) for the club.

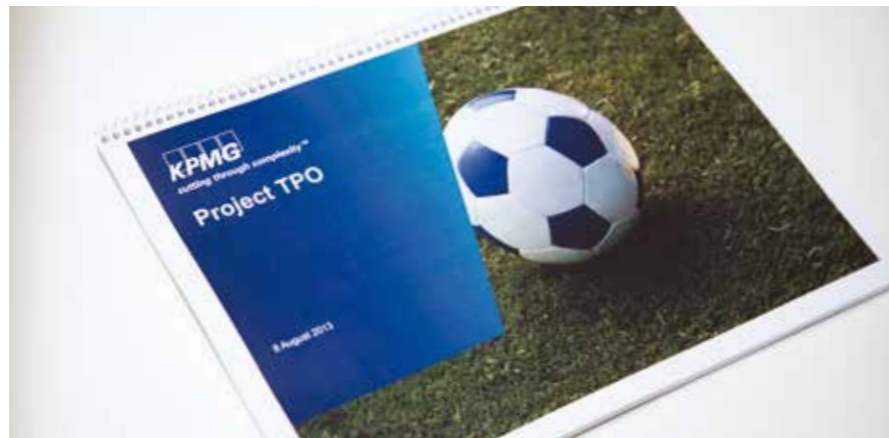
*Critical Areas to Consider*

Further, the study has identified a number of critical areas, which need to be carefully looked at in the future, such as the establishment of a registered international database (where all contract details are filed), a maximum percentage of the economic rights owned by a third party, TPO of free agent players and players under-18, the decisive influence of the investor on club's decisions, abusive clauses detrimental for clubs and, lastly, the relations between agents and investors.

**DEDICATED WORKING GROUP TO ANALYSE THE ISSUE FURTHER**

Taking into account the complexity of this issue, FIFA announced at its Congress in Sao Paulo on 16 June the setting up of a dedicated working under the aegis of FIFA's Players' Status Committee (PSC) with the aim of analysing all of the possible regulatory approaches, with the

participation and consultation of all the relevant stakeholders of the international football community. This working group will make preliminary suggestions to the FIFA Executive Committee for the latter to decide on the preferred and most adequate future approach so that the working group may subsequently further elaborate on the technical details.



# NEW REGULATIONS ON WORKING WITH INTERMEDIARIES

The revision process of FIFA's Players' Agents Regulations has finally come to an end with the approval of the new FIFA Regulations on Working with Intermediaries. The approval was preceded by an extensive and continuous consultation process involving national associations, confederations, ECA, FIFPro and EPFL.

The overriding objective of the regulations review was to propose a new system that is more transparent and simpler in its implementation and administration. The new regulations no longer attempt to regulate access to the activity, but instead control the activity itself: players and clubs should be able to choose any parties as intermediaries, but would have to respect certain minimum principles. The regulations, which are aimed at services of intermediaries used by players and clubs to conclude employment contracts or transfer agreements, define the following minimum standards/requirements that the national associations will have to implement and enforce:

- Players and clubs must act with due diligence when selecting an intermediary
- For the sake of transparency, a registration system for intermediaries shall be put in place at association level, whereby intermediaries shall be registered for every transaction they are involved in
- Mandatory Intermediary Declaration for natural and legal persons (as annexes to the regulations)
- Provisions on prerequisites for registration
- Enhanced transparency provisions (requirements for disclosure and publication of financial aspects of transactions involving intermediaries)

- Indications for the payments to intermediaries (recommendation set at 3%, no payments if player is a minor, etc)
- Conflicts of interest (ie proper disclosure of information by parties)
- Dual representation is allowed
- Associations to implement disciplinary rules and processes

Following the approval of the necessary statutory amendments allowing for the implementation of the new rules by the FIFA Congress at its meeting in Sao Paulo on 16 June 2014, the new regulations will come into force on 1 April 2015. Once the new regulations are in force, all existing licenses will lose their validity.

It is important to note that the possibility is given to apply higher standards than those recommended by the new FIFA Regulations. Hence, a European approach could be taken on this subject ensuring that these higher standards are applied across Europe by UEFA's member associations. The PFSC Working Group on Transfer Matters agreed with this approach to have a strengthened set of regulations across the UEFA territory ensuring a uniform set of regulations in the 54 UEFA member associations. In particular, UEFA proposed to address the following:

- Potential mandatory cap on fees for intermediaries (the current FIFA draft only refers to a recommendation of 3%), which should be realistic and reflect reasonable and proportionate market values
- Transparency and disclosure mechanisms should be enhanced
- Enforcement of the regulations and related sanctions need to be considered

In principle, we are in favour of transparency provided that it only concerns consolidated data which cannot be broken down to individual transactions. Also, we are ready to explore a possible cap on fees for intermediaries; however, such cap should be realistic when compared to the actual fees currently being paid. With regards to enforcement of the regulations and related sanctions, we are open to discuss the matter, but will oppose any additional responsibility and/or possible sanctions on clubs for intermediaries' behaviour.



## LOANS

According to UEFA, the current loan system raises a number of issues related to the integrity of the game. Therefore UEFA wants to limit this practice as much as possible. The idea is not to allow a loan to a club in the same competition (national or international) and possibly introduce an age limit.

More precisely, the PFSC Working Group on Transfer Matters was confronted with questions relating to the harmonisation of regulations on loans at national and European level and the introduction of quantitative and/or age restrictions. Further, the question was raised whether players should be allowed to be loaned out to teams participating in the same competition and, if so, if these players should be allowed to play against the team that loaned them out.

We are of the opinion that loans provide clubs with a good and important opportunity to develop their younger players and let them gain playing time and experience. At the same time,

however, we oppose the hoarding of players; therefore, the introduction of a squad size limit, which would include the players being sent out on loan, could be an interesting option. As far as the integrity of competitions is concerned, we can envisage the introduction of a maximum number of players being sent on loan from Club A to Club B. When it comes to the possibility for a player to play against the club that loaned him out, it appears that such matter relates to the contractual freedom of the parties. Such clause could be prohibited for UEFA competitions, but remains within the scope of competence of each federation at national level to decide upon.

## TRANSFER WINDOWS

Following the discussions that took place at PFSC level in the past season and subsequent recommendations made on the possibility of harmonising the transfer windows, UEFA have again called for changes to be made.

In particular, UEFA would like to delete or limit the winter transfer window to injuries and/or introduce a quantitative restriction similar to the restriction on registration of new players for UEFA club competitions. Also, UEFA has again asked to reconsider the possibility to shorten the summer transfer window and anticipate the start date by a certain number of weeks.

We believe that shortening the winter transfer window could be a worthwhile option provided it is applied to all UEFA

member associations. Regarding the summer transfer window, we have stressed that it could only be brought forward if all European national competitions start on the same date. It is of utmost importance to our member clubs that they are still able to sell and/or buy players prior to the group stage of UEFA club competitions in order to comply with FFP rules. As such, bringing the window forward would prove to be impossible.



## FIRST PROFESSIONAL CONTRACT & SQUAD-SIZE LIMIT

The members of the PFSC Working Group on Transfer Matters were invited to propose additional topics to be discussed in future meetings. In this respect, ECA has identified the first professional contract and squad-size limit as key priorities for the future.

### FIRST PROFESSIONAL CONTRACT

At the moment, the FIFA Regulations on the Status and Transfer of Players do not allow for minors to sign contracts that exceed a term of three years. We are of the opinion that training clubs should be offered further protection when it comes to the players they train and educate and that their activity should be rewarded and incentivised. Therefore, a club signing a first professional contract with a player that was formed at the club should be able to offer a contract of five years. Such possibility would enable clubs to benefit from its talented young players from a sporting point of view for a longer period of time and, at the same time, provides more security to and stability for young players as they have longer contracts in force. Further, it would positively increase the entitlement of training clubs to training compensation and/or solidarity contribution in the event of future transfers.

### SQUAD-SIZE LIMIT

We have always supported a squad-size limit for UEFA competitions and now equally hold the opinion that such squad-size limit should be extended to the national level. Introducing a squad-size limit at national level would benefit the competitive balance of a competition as it would put an end to the practice of hoarding players. Limiting the possibility to hoard players implies that these clubs would have to focus on a more limited number of players to sign allowing other clubs to sign potentially better players as well. Further, by giving clubs the possibility to register an unlimited amount of under-21 players, youth development and training would be incentivised, which ultimately would help clubs to operate within their financial means.

## FIFA PLAYERS STATUS COMMITTEE

FIFA has created a new committee within its organisational structure, namely the Players' Status Committee (PSC). This committee sets up and monitors compliance with the Regulations on the Status and Transfer of Players (RSTP), and determines the status of players for various FIFA competitions. Its powers of jurisdiction are governed by the RSTP. FIFA invited ECA to nominate three club representatives for this new committee and the ECA Executive Committee decided to appoint Ivan Gazidis (Arsenal FC), Pedro López Jiménez (Real Madrid CF) and Edwin Van der Sar (AFC Ajax).

### PROTECTION OF MINORS

According to the FIFA Regulations on the Status and Transfer of Players, every international transfer of a minor player requires the prior approval of the sub-committee of the PSC. In recent years, headlines about international transfers of minors (especially about children younger than the age of 12) have become more and more frequent. Also, the differing treatment of international transfers of minors within and outside the European Union is becoming increasingly difficult to justify. Therefore, the committee was asked to discuss and express its opinion on the possibility of reducing, in general, the age limit for international transfers and, more precisely, for the issuance of an international transfer certificate (ITC) (ie 12 years). In response, the committee agreed not to reduce the age limit for international transfers (currently 18,

with the EU exception for players between 16-18 years). However, in view of recent developments, it was agreed that the age limit for which an ITC is required would be reduced from 12 to 10 years.

### SHORT-TERM LOANS

FIFA is proposing to officially allow national associations to introduce a short-term loan system, similar to current practice in the English Premier League. The members were presented with a draft article, which deals with the short-term loan of professionals and could be incorporated in the Regulations. Even though the majority of committee members seemed to support the idea, it was debated whether it is FIFA's competence to regulate it. It was agreed that FIFA could set some broad principles, but that every national association was free to introduce such system or not.

“ ... THE 2013/14 SEASON HAS SEEN  
NEW DEVELOPMENTS TAKING PLACE  
AT BOTH NATIONAL TEAM AND  
CLUB COMPETITIONS LEVEL...” ”



# 07 COMPETITIONS

The past season was without any doubt centre-staged by an exciting FIFA World Cup™ in Brazil. Traditionally, ECA has published the Players Release Analysis, which highlights that more than 75% of World Cup players are registered with European clubs. In addition to the UEFA Champions League and UEFA Europa League action, the 2013/14 season has seen new developments taking place at both national team and club competitions level in Europe: the first edition of the brand new UEFA Youth League kicked off culminating in an exciting final week in Nyon, whilst UEFA's Executive Committee have launched the idea of a new national team competition, the UEFA Nations League.

## UEFA NATIONS LEAGUE

At the occasion of the XXXVII Ordinary UEFA Congress on 27 March in Astana, Kazakhstan, UEFA has launched a new national team competition, namely the UEFA Nations League. The idea of the UEFA Nations League stems from the desire of UEFA to improve the quality and the standing of national team football. There is also the request from UEFA's member associations for more sporting meaning in national team football, with associations, coaches, players and supporters increasingly of the opinion that friendly matches are not providing adequate competition for national teams.

In the UEFA Nations League, the 54 UEFA member associations will be divided into four divisions based on the UEFA Country Ranking. These divisions will then be further divided into groups of either three or four teams. The teams in each group play each other home and away between September and December of the season in question, with the group winners either qualifying for the final four competitions or gaining promotion. The bottom sides face relegation from their division. In addition, the UEFA Nations League will provide teams with another chance to qualify for the UEFA EURO final tournament. UEFA and its 54 member associations will continue to work together to elaborate and implement the UEFA Nations League. It is envisaged that the first UEFA Nations League matches would take place in September 2018.

In general, the impact on club football will be limited as the UEFA Nations League and European Qualifiers will adhere to the existing agreed international match calendar preserving the balance between

club and national team football. As the number of international matches in the calendar remains unchanged, we do not oppose the project. However, it must be noted that even though the number of match dates in principle does not change, the pressure on the top players will increase; clubs will possibly be forced to a bigger turnover to rest their top players.

With more international games being played in Europe, it means fewer dates available for travelling around the world for intercontinental friendly games. Ultimately, this benefits the clubs as the players will return less tired from a release period. The question whether clubs would also get a fixed amount for the release of their players to the UEFA Nations League is not yet known.

Obviously, there are still a lot of uncertain factors, but once all details concerning the competition format are available, we will further analyse the impact on club football.

## UEFA YOUTH LEAGUE

The 2013/14 season has seen the first edition of the UEFA Youth League (UYL) taking place. The competition was established following the unanimous support of the European football family and a joint collaboration of ECA, UEFA and EPFL through a dedicated working group, which elaborated the overall concept and the competition regulations over the 2012/13 season. The inaugural UYL has proved a great success on and off the pitch as FC Barcelona became the first winners of the Lennart Johansson trophy.

### CLUB FEEDBACK

All clubs who took part in 2013/14 have already been asked for their views on the new tournament. A survey among the 32 participating clubs has indicated that almost all clubs (97%) rate the UYL positively and would like to participate again in the competition. A large majority expressed overall satisfaction with the format, the access list and the calendar. In particular, the participating clubs indicated that they rate very positively the experience of international competitive matches for their youth players. Some concerns, however, were raised for instance in relation to school absence, the reimbursement policy and the player registration. These issues will be further analysed and discussed in the UEFA Youth League Working Group.

### KEY STATISTICS FROM THE GROUP STAGE

Following the group stage, the UEFA Youth League Working Group was provided with some key statistics allowing for a first assessment after the initial phase. With 55% of the group stage games ending in either draws or victories by a one-goal margin, competitive balance was guaranteed. Further, it was noted that no correlation exists between the average age of players for each team and the team's qualification to knock-out

stage (ie FK Austria Wien qualified to the knock-out stage with the youngest team on average: 17.6 years).

### REGISTERED PLAYERS



685

players took part in the group stage



U-18  
U-19

average players' age



21.4

players were used for the group stage on average per team



11

UYL players have been on the team sheet in UCL



3

UYL players have been fielded in UCL



17

association-trained players in each club squad on average

### BROADCASTING



33

group stage matches were broadcast by club TV channels



8

group stage matches were broadcast by UYL media partner Eurosport

### STADIUM ATTENDANCE



801

spectators attended a UYL group stage match on average, and with 4'000 spectators, the match between FC Shakhtar Donetsk and Bayer 04 Leverkusen marked the highest stadium attendance

### SPORTING STATISTICS



7

different clubs qualified to UYL knock-out stage compared to UCL



322

goals were scored during the group stage (vs 277 in UCL)



3.4

goals were scored per match (vs 2.9 in UCL)



438

yellow cards in total (vs 383 in UCL)



13.68

yellow cards per team on average (vs 11.9 in UCL)



35

red cards in total (vs 21 in UCL)



1.09

red card per team on average (vs 0.65 in UCL)

**FINAL WEEK**

The semi-finals and the final of the UYL took place at sold-out Colovray Stadium in Nyon, Switzerland: 4'000 spectators attended each of the 3 matches. The matches were broadcast by UYL media partner Eurosport and reached a television audience of 11 million spectators.



**FUTURE FORMAT**

As the competition enters its second season, the UEFA Youth League Working Group is already looking into new formats for after the two-year test phase. In particular, these new format proposals would foresee the inclusion of more youth champions in order to have a wider representation of national associations. For the coming 2014/15 season only minor changes will be introduced.

# UEFA CLUB COMPETITIONS DISTRIBUTION

The 32 teams that competed in the 2013/14 UEFA Champions League (UCL) shared a record €904m, including €57.4m for Real Madrid CF, whilst €200m was distributed to the 56 UEFA Europa League (UEL) participants.

**UEFA CHAMPIONS LEAGUE 2013/14**

Unsurprisingly, the 2013/14 winners Real Madrid CF secured the highest payment from the UEFA Champions League with €57.4m including the standard €8.6m participation bonus, more than €20.5m from the market pool and over €28m in performance monies including €10.5m for their final victory. By contrast the second-highest payment, prior to deduction, was to Paris Saint-Germain FC who exited in the quarter-finals but were due to receive €54.4m, including €33.9m from the market pool as only two French clubs played in the group stage and the other, Olympique de Marseille, departed without a point. Club Atlético de Madrid, with more competition for the Spanish market pool share, totalled just over €50m, which included the highest group stage performance bonus of €5.5m – €1m per win and €0.5m per draw. Also collecting more than €40m were Manchester United FC, Juventus, FC Bayern München, Chelsea FC and FC Barcelona. Even those who did not perform so strongly did well with no club receiving less than €12.2m.

**UEFA EUROPA LEAGUE 2013/14**

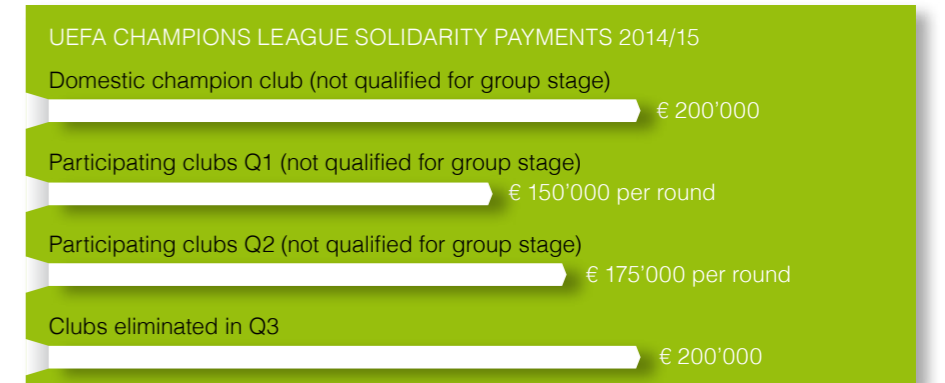
More than €200m in payments was shared by the 56 clubs representing 27 different national associations that competed in the 2013/14 UEFA Europa League. The revenue generated by the centralised marketing of the UEL – plus an additional contribution from the UCL club share – was redistributed among the 48 clubs taking part from the group stage onwards, as well as the eight sides that joined in the round of 32 after coming third in their UCL groups. UEL winner Sevilla FC received the highest share with over €14.6m, €3.5m

more than any club in the 2012/13 edition. Runners-up SL Benfica played in the UCL group stage, for which they gained more than €15.3m, before adding over €5.2m for their UEL run. If most of that amount was in performance payments, by contrast Juventus – who joined the competition at the round of 32 with SL Benfica – took home more than €7m from their run to the semi-finals, over €5m of which was from the market pool for Italy, raising their season's payment from both competitions to over €50m. Wigan Athletic FC, from England's second tier, ended their debut European campaign in the group stage, yet still made €3.8m. Knockout contenders FC Red Bull Salzburg and Tottenham Hotspur FC both picked up €1.6m alone for winning all six of their group games. Even the lowest payment was nearly €1.5m to GNK Dinamo Zagreb.

**SURPLUS DISTRIBUTION 2013/14 & SOLIDARITY PAYMENTS 2014/15**

In 2013/14, the UCL generated a net surplus of approximately €54m. The Club Competitions Committee decided to distribute €44m to the UCL clubs in line with the surplus distribution procedure in previous seasons (55% Fixed Amounts; 45% Market Pool). The remaining €10m is to be distributed to the UEL clubs on top of the UEL net surplus of €11.25m (60% Fixed Amounts; 40% Market Pool).

It was also confirmed that the €10m provision foreseen for the insurance will again not be needed by UEFA and be allocated for solidarity payments for the qualifying rounds of the competitions for the 2014/15 season.



The full list of club share distribution for UCL and UEL, including qualifying payments, can be found in the Appendix (NB: the figures include payments to certain clubs that are being withheld due to non-compliance with financial fair play regulations).



# UEFA CLUB COMPETITIONS REGULATIONS

Discussions are on-going between UEFA and the clubs regarding possible amendments to the UEFA Champions League (UCL) and UEFA Europa League (UEL) Regulations for the 2015-18 competition cycle. Regardless, it is important to note that some changes are already agreed and will have an impact on the 2014/15 sporting season.

## UEFA EUROPA LEAGUE WINNERS WILL BE GRANTED ACCESS TO THE UEFA CHAMPIONS LEAGUE

The winners of the UEL 2014/15 are to receive direct access to the play-offs of the UCL in 2015/16.

In this respect it is important to note that should the UCL title-holders qualify for the UCL via their domestic league, thus freeing up a place in the UCL group stage, the winners of the UEL could even gain direct access to the group stage. As an effect of the UEL winners qualifying for the UCL, the current limit of a maximum four teams per association could possibly be increased to five (applies to top three national associations only). More precisely, the number of teams in UCL from the top three associations will increase to five, if either the UEL or UCL title-holder is not qualified to UCL via the league. In case the UEL title-holder and the UCL title-holder are from the same association and both are not qualified to UCL via the league, the fourth-placed team in the league will have to move to UEL.

## MORE TEAMS TO DIRECTLY QUALIFY FOR UEFA EUROPA LEAGUE GROUP STAGE

The access list for the 2015/16 season will see more teams directly qualified to the UEL group stage. The number of teams directly qualified for the group stage will increase to 16 teams from the top 12 associations. Associations ranked 1-4 will each have two clubs directly qualified to UEL group stage while associations ranked 5-12 will each see one club participating in the group stage. For the access list of the 2015/16 season, the results of the 2014/15 domestic championships are decisive.

## DOMESTIC CUP RUNNER-UP CAN NO LONGER QUALIFY FOR EUROPEAN COMPETITION

If the domestic cup winner 2014/15 qualifies for the UCL in 2015/16, the UEL spot will no longer be attributed to the losing cup finalist, but to the best-placed non-qualified domestic championship club.

## NEW SEEDING SYSTEM FOR POT 1

As of the 2015/16 season, the domestic champions of the top seven associations in the UEFA Country Ranking and the UEFA Champions League titleholder will be included in pot 1 for the UCL group stage draw. The seeding for the other pots (pots 2, 3 and 4) will remain unchanged (ie based on the club coefficient ranking).

# NEW EUROPA LEAGUE ACCESS LIST PROPOSAL

Following UEFA's announcement to introduce changes to the UEFA Europa League (UEL) format for the 2015-18 competition cycle (ie 16 clubs directly qualified to UEL group stage, UEL winner to qualify for UCL), ECA Member Clubs from the third and fourth subdivision have raised concerns over the fact that it is difficult for clubs from smaller national associations to qualify to the UEL group stage as there are less spots available and as they would have to start the competition at an earlier stage. As a result, the ECA Competitions Working Group decided to create a task force to look into alternative proposals, with one of them ultimately being submitted to UEFA for consideration.

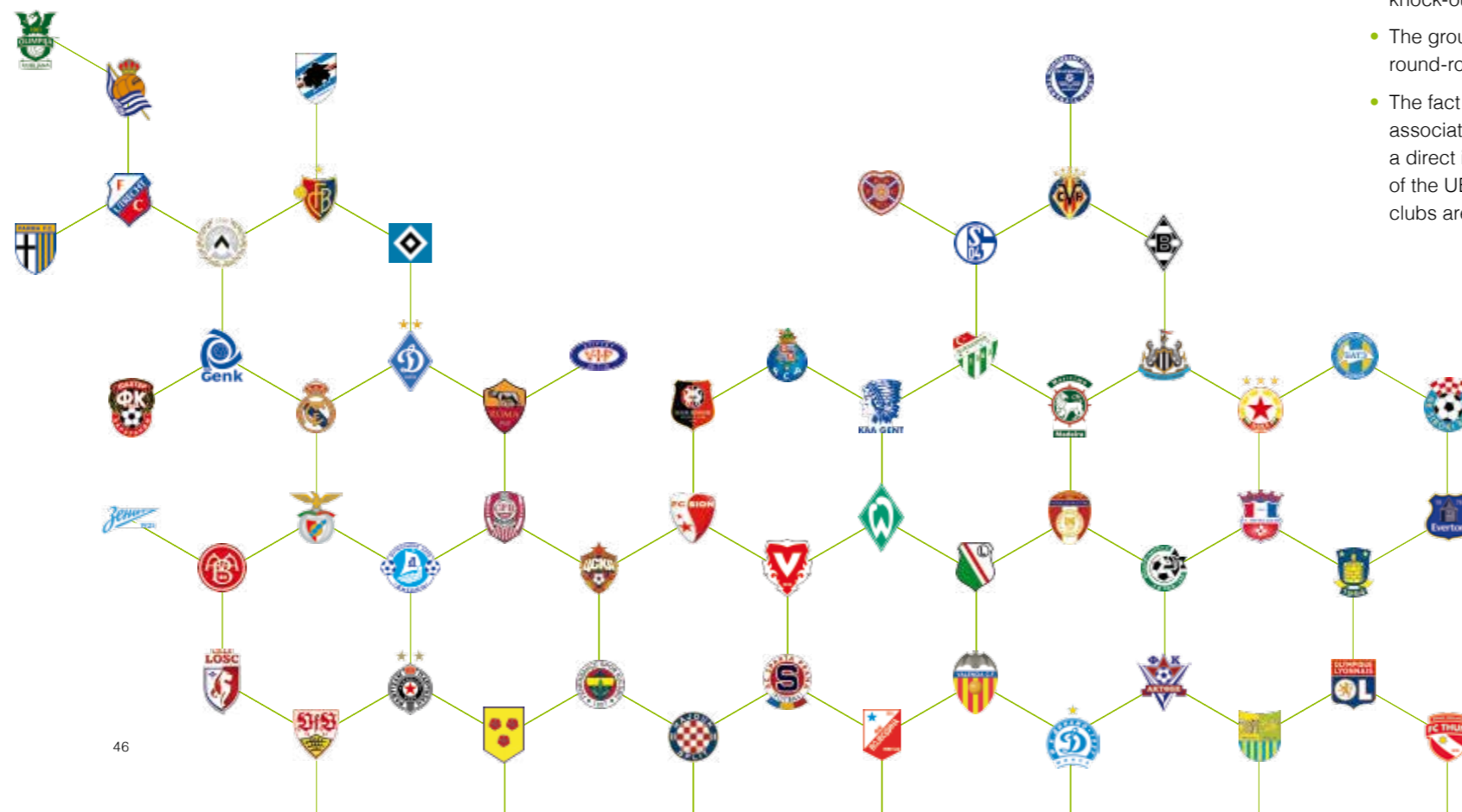
The main objective of the new proposal was to guarantee more UEFA matches to clubs from lower-ranked associations. The task force suggested modifying the access list to provide for two separate paths before the UEL play-offs. The first one would see 30 teams from national associations ranked 1-15 competing over two legs for 15 spots in the play-offs. The second path (for national associations ranked 16-54) would see group matches involving 112 clubs replacing the first and second qualifying round, eventually offering 14 spots in the play-offs.

UEFA thoroughly analysed the UEL access list proposal as developed by the third and fourth subdivision clubs and came to the conclusion that it contained a number of inconveniences and technical issues:

- Whereas the aim of the proposal was to increase the number of games for clubs from lower-ranked associations, its effect would have been the opposite: 50% of the clubs in Q1 would play one game less than in a normal qualification phase with two-legged knock-out rounds
- The group stage format with a single round-robin system is too unbalanced
- The fact that the clubs from associations 1-15 play each other has a direct impact on the centralised part of the UEL, since at least half of these clubs are guaranteed eliminated

However, even though the proposal was not withheld by UEFA for 2015, the whole process can be considered very positive. UEFA has understood the specific requests from the third and fourth subdivision clubs and has explicitly stated that some of the ideas from the proposal will be picked up in the discussions for the 2018-21 access list (ie the request to have more guaranteed games).

Whilst the ECA Competitions Working Group and ECA Executive Board have fully understood that the future access list is one of the key priorities of the third and fourth subdivision clubs and both bodies supported the submission of the initial proposal to UEFA (despite diverging opinions), it was made clear that it is important that any future proposal has the backing of all four subdivisions.



# 2

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# ECA PLAYER RELEASE ANALYSIS FIFA WORLD CUP 2014™

In time for the kick-off of the FIFA World Cup 2014 in Brazil, ECA has published the traditional ECA Player Release Analysis, which analyses and highlights the number and origin of clubs involved in releasing players for major national team tournaments. This year's report included a comprehensive analysis by club, country and confederation as well as a comparison with statistics from the FIFA World Cup 2010 in South Africa. Once more, with 76.5% of World Cup players being registered with European clubs, the report highlights the importance of European club football in the world game.

Amongst others, the report highlights the following facts and figures:

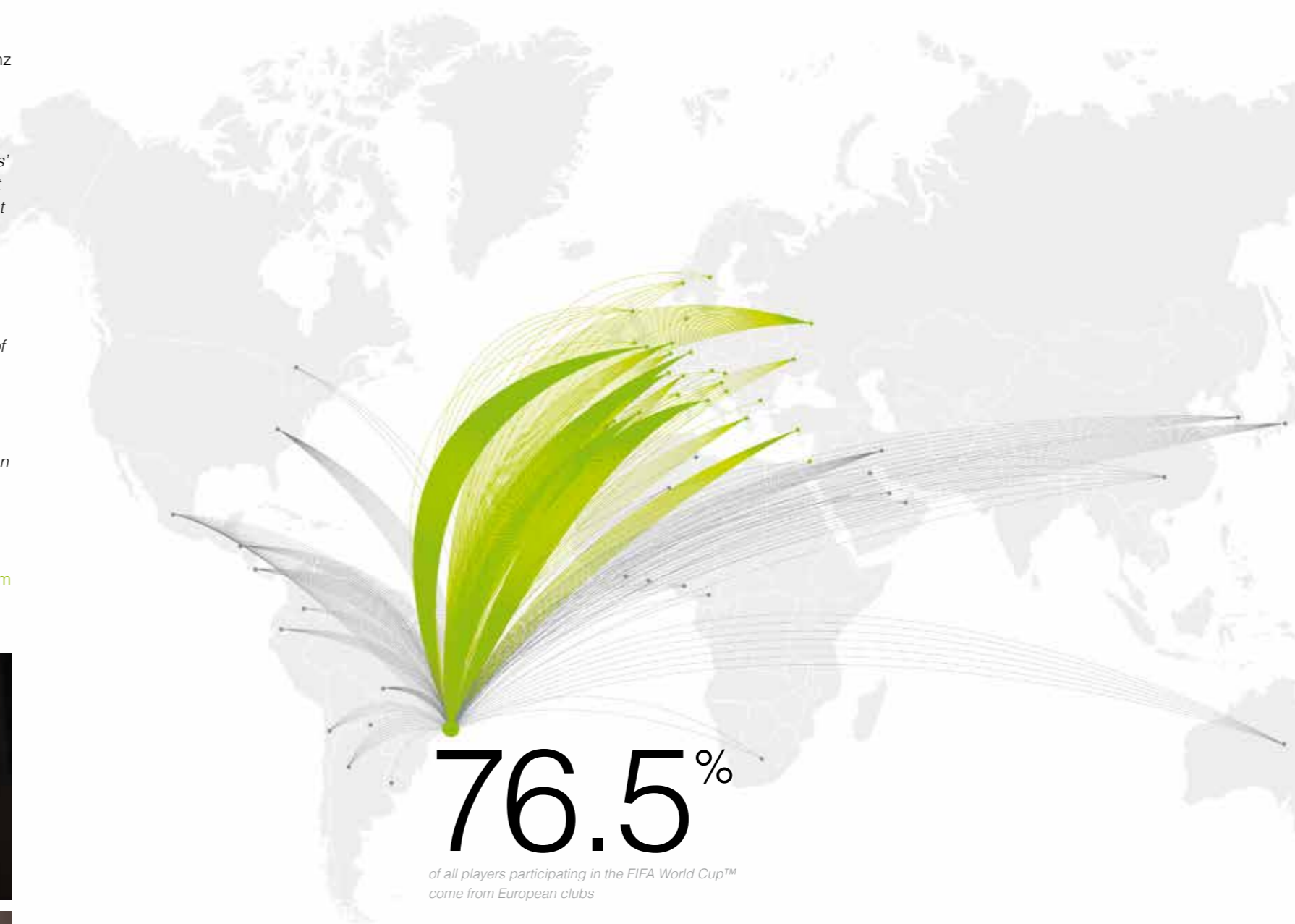
- In total, 295 clubs from around the world are involved in releasing players to the World Cup with 188 of these clubs from Europe
- 563 players from a total of 736 (76.5%) are registered with European clubs
- With 14 players each, both FC Bayern München (GER) and Manchester United FC (ENG) have released the highest number of players
- Manchester United FC (ENG) released players to 9 different national teams
- The 563 players playing in Europe represent clubs from 23 different European countries
- More than 16% of the World Cup participants are playing in England
- 12 out of the 13 European national teams are exclusively composed of players registered with European clubs, with the only exception, Bosnia-Herzegovina (Zvezdan Misimovic plays for Guizhou Renhe FC in China)

- All 23 players of the Russian national team are registered with clubs in Russia

In his foreword, ECA Chairman Karl-Heinz Rummenigge underlines the important contribution clubs make to the success of the World Cup:

*"There is no question that it is the players' talent and skills that drive the excitement of the game. Nevertheless, it is important as well to pay tribute to the many clubs around the world that work with these players day-in and day-out, contributing to and fostering their development starting at a very young age. The clubs are the roots of football and invest a lot of time, effort and money into the players' development – both on and off the pitch. With more than 75% of these players being registered with a European club, the figures highlight the great contribution European club football makes to the success of the FIFA World Cup."*

The full report is available for download on the ECA Website [www.ecaeurope.com](http://www.ecaeurope.com)



# FIFA CLUB PROTECTION PROGRAMME

The FIFA Club Protection Programme (CPP) covering the injury risk of players while on national team duty is in place since the UEFA EURO 2012 in Poland/Ukraine. New statistics illustrating the findings of losses are now available. The figures hereafter provide an overview of the CCP for the period 15 May 2012 until the International Match Calendar match date of 5 March 2014. Whilst a reasonable period has now expired since the inception of the CCP, the number of claims constituting the sample group of this report remains quite limited and it is unlikely that a true picture of claims will appear until the CCP has been in place for a longer period. Therefore, the value of the analysis must be considered in that context, with one case outcome possibly having significant impact on overall averages. At this stage a reliable prediction for the mid- to long-term development of the CCP is still not yet possible.

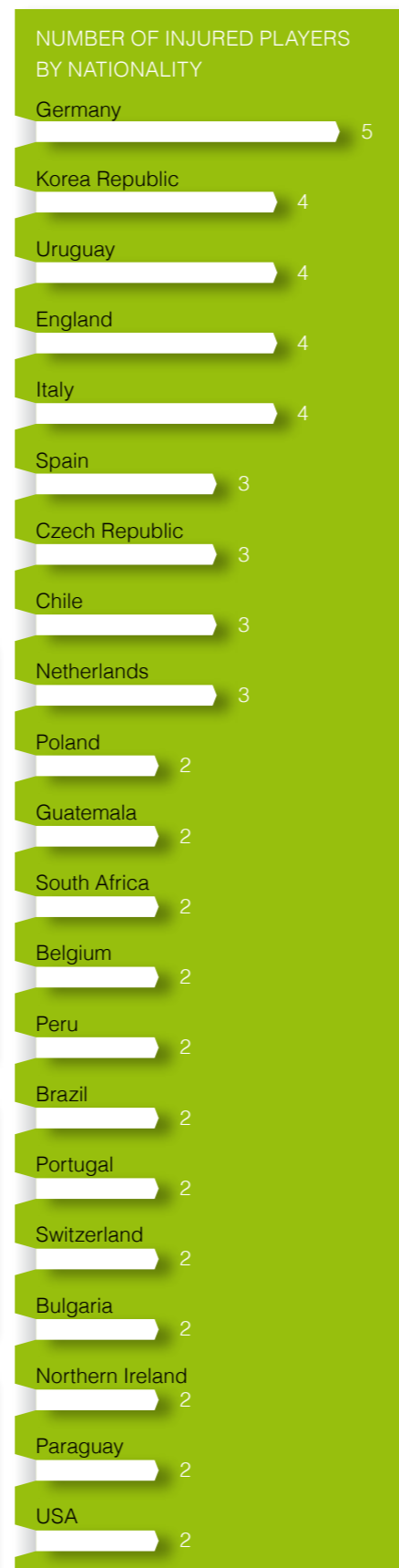
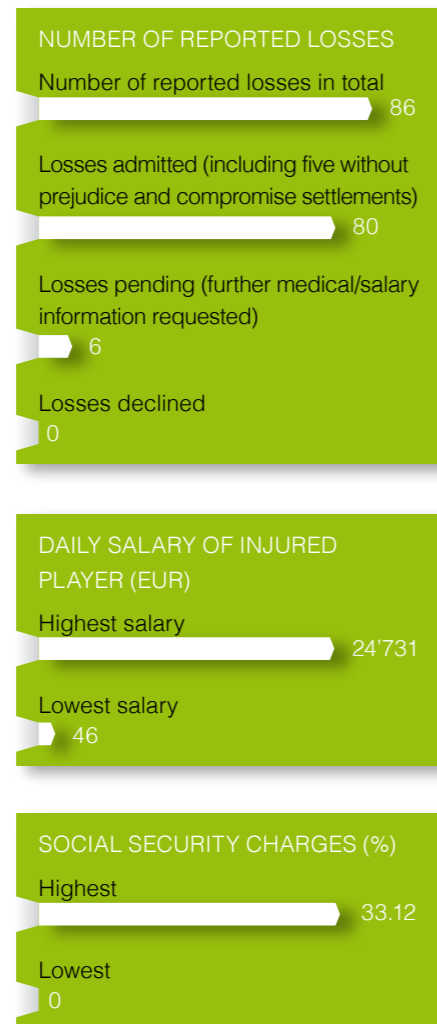
## PERIOD BETWEEN ACCIDENT AND FIRST NOTIFICATION OF LOSS (FNOL) NOTIFICATION

According to the technical bulletin a club must report the incident within 28 days after the date of the accident. Claims reported later than this will be rejected. The average reporting period from injury to FNOL was 17.3 days, with the fastest being 1 day and the longest 161 days.

## RESPONSE TO FNOL NOTIFICATION

Every initial response has been issued to the club within 24 working hours of FNOL notification. The average period between FNOL and claims handler issuing full and detailed correspondence, requesting documentation to include specified medical information, is 9.4 days with a range between 1 and 31 days. This includes weekend and holiday days and it should be noted that in most cases other communications confirming details were exchanged prior to the issue of the detailed letters. The variance in periods tends to reflect the complexity of the medical issues, the detail of documentation provided and resultant consideration period required to provide a full and accurate response.

## LOSS STATISTICS



The previous table details the top 21 countries by player nationality, from which there are at least 2 player claims. In addition, one claim was received from each of the following player countries: Argentina, Armenia, Belarus, Canada, Cape Verde Islands, DR Congo, Denmark, Egypt, Estonia, France, Team GB, Ghana, Guatemala, Greece, Honduras, Hungary, Israel, Ivory Coast, Jamaica, Japan, Liberia, Nigeria, Norway, Morocco, Republic of Ireland, Romania, Scotland, Slovakia, Sweden.



In addition, one claim was received from clubs in the following national leagues: Russian Football Premier League, Bulgarian A Professional Football Group, Ekstraklasa, Scottish Third Division, Turkey Super Lig, Arany Ászok Liga, English Football League Championship, South Africa PSL, 2. Bundesliga, Chilean Primera División, Allsvenskan, Belarusian Premier League, Botola, Liga Portugal, Peruvian Primera División, Danish Superliga, Japanese J2.

## COMPLEXITIES ENCOUNTERED

The complexities and challenges, encountered and addressed, during the handling of the claims remain consistent and include but are not limited to:

- Conflicting or inadequate medical evidence in respect of the accident and resultant bodily injury
- Inconsistent and changing TTD period data supplied by club
- Unusual or complex banking arrangements
- Delays in providing requested information
- IT security measure conflicts
- Quantification of social security and tax obligations

## RECOMMENDATIONS TO CLUBS

Whilst the CCP has now been in place for a reasonable period, FIFA remains keen to implement appropriate improvements to ensure clarity in relation to the protection provided and to deliver a process that ensures all valid claims continue to be paid as promptly as possible. In this respect, considerable analysis of the claims submitted has been undertaken and a number of key areas have been identified as worthy of additional focus to assist the process. Whilst full details, including definitions, can be found in the technical bulletin of the CPP, a list of recommendations to clubs was compiled to assist them in the effective submission and administration of any claims. The full list of recommendations can be found in the Appendix.

Source: CPP Report for ECA (produced by FIFA on 30 June 2014).

# 17.3

days was the average reporting period from injury to FNOL, with the fastest being 1 day and the longest 161 days.

# 9.4

days was the average period between FNOL-notification and claims handler issuing full and detailed correspondence, requesting documentation to include specified medical information, of a range between 1 and 31 days.

# 08 WOMEN'S FOOTBALL COMMITTEE

Following the launch of the ECA Women's Football Committee (WFC) in 2013, the WFC has continued its work and met for a second time in Lisbon at the occasion of the 2014 UEFA Women's Champions League Final. The WFC took the opportunity to discuss a variety of matters important to the women's club game, which have been presented and discussed at UEFA and FIFA level. A dedicated survey undertaken by ECA analysing the current state of women's club football supplemented the discussions with key outcomes being presented to the governing bodies.

## WOMEN'S INTERNATIONAL CALENDAR

With regards to the Women's International Calendar, we have played a proactive role with the aim of reaching a solution for the 2015-2017 International Calendar. It was suggested to adopt the men's double-dates concept. Discussions involving all stakeholders, namely UEFA, national associations, leagues and clubs, are still on-going and a solution has yet to

be reached at FIFA level. Additionally, the WFC has addressed FIFA in an official letter requesting the world governing body to communicate all confederations' official release periods, to reduce the number of release periods, to reconsider the periods of release and double-dates, and to adopt the length of competition cycles similar to the one in

men's football (ie four-year cycle). A consultation process at FIFA level will take place in the second part of the year and our suggested points will be included in the discussion. A final decision on the matter is expected in December 2014.

## UEFA WOMEN'S CHAMPIONS LEAGUE

On the UEFA Women's Champions League, the UEFA Executive Committee approved the regulations governing the fixed contribution for the 2014/15 season: national associations whose clubs participate in the 2014/15 UEFA Women's Champions League will receive an amount of €25'000 from the HatTrick

Programme. As for the format, promotion and revenue distribution of the current competition, an ECA Task Force was set up. The task force recommended the WFC to work out a new format. In this respect, the WFC has already addressed UEFA with some concrete proposals. The key principles are to avoid matches

between teams of a very different level and to have fewer games in a short time period during the qualifying rounds and group stages allowing for a European experience against at least two other clubs.

## INSURANCE

Similar to the men's side, the WFC will request FIFA to introduce an insurance scheme covering the injury risk of players released to the national team. As the Club Protection Programme for men's football is expected to be extended

beyond 2014, it was suggested to apply a similar concept to women's football. The scope of the insurance, if applied to professional players, will remain limited in effect and cost.

The insurance shall cover the entire release period for all senior women's national teams games listed in the international calendar, including friendly games, qualification games and final tournaments.

## SUMMARY OF THE WOMEN'S CLUB FOOTBALL ANALYSIS

Since research on women's club football to date is very limited, the WFC decided to conduct a survey amongst its members to shed some light on the current state of women's club football in Europe and, more particularly, on how women's clubs are organised. Topics such as women's club structure, relations with stakeholders as well as key success and constraint factors in the women's game were addressed and subsequently discussed by the WFC members. The discussions have led the WFC to formulate a number of recommendations. The full list of recommendations along with the statistics from the survey can be found on the ECA Website [www.ecaeurope.com](http://www.ecaeurope.com)



*This chart shows that almost 3 out of 4 clubs (73%) have integrated women's football into the general management of the club. Out of the five clubs that answered no, only one of them is a club that does not have a men's section (either amateur or semi-professional). Therefore, we note here that four clubs, despite bearing the same name as the men's section, remain independent or are excluded from the club's main management.*



Women's Football Committee



“ ... THE PFSC DECIDED TO  
**CREATE A WORKING GROUP**  
ON INTEGRITY MATTERS...”

# /09 INTEGRITY MATTERS

Following the unanimous adoption of a resolution titled 'European Football United for the Integrity of the Game' by the UEFA Professional Football Strategy Council (PFSC) back in 2013, the PFSC decided to create a working group on integrity matters, which focuses on the implementation of the joint action plan as outlined in the resolution. The ECA Executive Board appointed Board Member Theodore Giannikos (Olympiacos FC) and Diederik Dewaele (ECA Head of Administration) to represent ECA in this working group.

The working group, which comprises representatives of ECA, EPFL, FIFPro Division Europe and UEFA, met twice over the 2013/14 season to discuss the different objectives of the resolution action plan and come up with concrete proposals as to their practical implementation. The following actions were initially discussed and endorsed by the working group:

### Education and Prevention Programmes

The working group agrees that education measures need to take place at local and national level involving the correct interlocutors and different stakeholders. The aim is to create a toolkit providing recommendations and best practices for national stakeholders to help them establish an education strategy at national level with the involvement of all stakeholders.

### Co-ordination and Co-operation Through Integrity Officers at National Level

Based on the knowledge acquired by the parties in recent times, the working group aims to provide guidelines in the establishment of a local task force to facilitate the co-ordination and co-operation between the integrity officers and contact persons of the different stakeholder organisations.

### Creation of a Joint Code of Conduct

The working group endorsed a code of conduct titled 'Protect Our Game' based on an already existing one created by FIFPro. This code of conduct does not intend to overrule existing ones, it is meant as a commitment from the European stakeholders, which can then be used as an example and be adapted at national level. The full text of the code of conduct can be found in the Appendix.

### Betting Fraud Detection and Reporting Systems

The working group acknowledges that a confidential and trusted reporting system supported by all parties should be established. The working group acknowledged that identifying the appropriate reporting system requires taking into account national specificities and input from the relevant stakeholders. Based on the experience gained from the different projects, the working group will aim to propose a number of options, which can then be considered and discussed at national level before a method is chosen and implemented.

### Investigation and Prosecution / Contribution of the Betting Industry

The working group agreed that a common strategy for lobbying at European and national was needed to tackle the aspects related to investigation and prosecution as well as contribution of the betting industry. Since both the UEFA resolution 'European Football United for the Integrity of the Game' and the 'Council of Europe Convention Against the Manipulation of Sports Competitions' set out a number of steps needed at national level, the working group agrees that a set of guiding principles on the establishment of a national task force, education programmes, whistle-blowing procedures and reporting systems should be jointly issued. This would ensure a co-ordinated approach, a raise in awareness as well as the involvement of all stakeholders.

# /10 EU MATTERS

The last 12 months has seen ECA continue to engage with politicians and civil servants on various issues with the central aim to ensure that their work impacting football is of benefit to the clubs. The dialogue remains constructive, amicable and regular – proof that we are very much seen as a respected stakeholder with whom policymakers are keen to engage. Discussions take place at all levels including technical level moving forward right up to the highest political level and take different forms including direct bi-lateral formal meetings, written exchanges (ie stakeholder consultations), informal discussions or appearances at conferences.

## RELATIONS WITH THE EUROPEAN COMMISSION

The main EU institution is the European Commission with which ECA engages regularly. The Directorate General (DG) Education & Culture's Sports Unit co-ordinates all activities relating to sport.

It is important to note that developing relations, often informally, is key to ensuring successful influence within the corridors of power in Brussels. Once these relationships are created, access to the key players becomes a lot easier and faster allowing for enhanced chances of influencing policy. Relations with the European Commission are not limited to the Sports Unit. We also liaise regularly with other important DGs including Internal Market (free movement of workers/transfers/player quotas etc), DG Competition (state aid/FFP/selling of media rights etc), DG Employment & Social Affairs (social dialogue, player quotas, etc) to discuss many topics of interest to clubs.

With the European Parliament elections back in May, and the appointment of a new Commission in November (new Commissioners will be appointed at the European Commission for a period of five years), a new set of policy makers will be deciding on the EU's sports policy for the coming years.

### STUDY ON UEFA'S HOME-GROWN PAYERS RULE

Over the last year the European Commission has published an independent study on the assessment of UEFA's Home-Grown Players Rule (HGPR), which has been mandatory for clubs participating in UEFA club competitions beginning with the 2008/09 season.

It should be recalled that the rule was introduced with the aim of supporting the promotion and protection of training for young players and increasing competitive balance. Despite the fact that the rule was seen as having indirect discriminatory effects on the basis of nationality and therefore contravened the EU principle of free movement of workers, the European Commission accepted that

the aims it was pursuing were legitimate and justified for 'overriding reasons of public interest'.

The authors of this new study argue that it cannot be categorically established that the restrictive effects of the rule on the free movement of workers are proportionate to the very limited benefits it brings to youth development and competitive balance. Furthermore, the report's authors argue that the sought benefits of the rule can be achieved in a more substantial manner via the adoption of alternative and less restrictive measures than the current rule.

The report concludes, in line with the EU's support for the principle of sports autonomy, that UEFA alongside stakeholders including the clubs should work together to examine the possibilities to develop a new rule within the next three years.

Moving forward this issue is likely to be discussed within UEFA's decision-making bodies to see whether a new less restrictive rule with enhanced benefits on youth development and competitive balance can be introduced.

**EU SPORTS FORUM 2013**

Last October, ECA Executive Board Member, Aušrys Labinas, along with ECA Public & International Affairs Advisor, David Frommer, represented the organisation at the EU Sports Forum, which took place in Vilnius, Lithuania. The forum is an annual event organised by the European Commission, which brings together EU officials, representatives from national governments from across the EU and sports stakeholders. The aim is for the EU to present latest developments relating to its sports policy and hear the views of stakeholders on the different topics being addressed.

Among the many debates that took place was a high level panel discussion on the transfer system. The issue of transfers has become a key policy debate within the EU following the publication of an independent report on transfers, which the European Commission presented in February 2013.

Aušrys Labinas, who participated on the panel alongside representatives from FIFA, UEFA, EPFL and FIFPro among others, used the occasion to articulate the views of ECA on this key issue, which is central to the day-to-day activities of clubs. In broad terms, he expressed our support for the current system operating since 2001 while accepting the need to respond to new challenges, which have emerged over the last few years.

**STUDY ON INTELLECTUAL PROPERTY RIGHTS IN SPORT**

In May, the European Commission presented a new study it commissioned examining the issue of intellectual property rights in sport. The objective of the study was:

- To map the legal framework applicable to the origin and ownership of sports organisers' rights in the 28 Member States
- To analyse the nature and scope of sports organisers' rights with regard to licensing practices in the field of the media, taking into account relevant EU law provisions

- To examine the possibility of establishing licensing practices beyond the media field, notably in the area of gambling and betting
- To provide recommendations on the opportunity of EU action to address any problem that may be identified in the above mentioned areas of analysis

Of significance, is the recognition by the authors of the study that by forcing gambling operators to seek consent from rights owners (competition organisers) this could enhance the protection of the integrity of competitions against the threat of match-fixing. We have long argued that bets are a form of commercial exploitation of sports events and that a fair financial return should be awarded to the owners of sports competitions on whose competitions bets are being placed.

Based on the findings of this study, the European Commission is now examining the possibility of introducing legislation on this matter.



EU Sports Forum 2013



Aušrys Labinas

**EU SOCIAL DIALOGUE WORKING GROUPS**

The last 12 months, has also seen ECA continue to participate actively in the various working groups on Social Dialogue.

**CAREER FUNDS WORKING GROUP**

The Career Funds Working Group focuses its discussions on various aspects of supporting a player's financial situation once they have retired from the game. Discussions centre on examples of best practice and examining countries where career funds have been successfully established and seeing if these can be replicated elsewhere. At present FIFPro is in the process of developing a 'toolkit' aimed at providing information and guidance on how best to develop and establish a successful career fund. We continue to provide input in the working group and offer support wherever and whenever possible but are of the firm belief that the issue of career funds is very much one of concern to player unions with clubs having a limited role in their introduction.

**AUTONOMOUS AGREEMENT IMPLEMENTATION WORKING GROUP**

A total of 11 country visits have taken place since October last year as a part of the Social Dialogue implementation of the minimum requirements in professional contracts. During these country visits, representatives of ECA, EPFL, FIFPro and UEFA met with the national partners to discuss the best ways of implementing the remaining minimum requirements and other issues related to the (lack of) social dialogue on national level.

Visits to Serbia, Slovenia, Croatia, Russia, Ukraine, Bulgaria, Hungary, Cyprus, Poland, Turkey and Romania were organised and, in general, the meetings took place in a constructive and positive atmosphere, whereby the local FA acted as mediator with the focus on finding a solution for the open issues. Local ECA Member Clubs were present and often played an active role in the debates. It was noted that in most countries the issues brought up by the players' union (overdue payables, unilateral breach etc) did not concern the ECA Member Clubs, being the biggest and financially the most stable clubs in the country.

In some countries, however, the discussions took the wrong direction and ended in endless quarrelling between the representatives of the clubs/leagues and the local players' union together with FIFPro. In most cases, the reason was the use of civil contracts.

The most recurrent discussion points can be summarised as follows:

- The conversion of civil contracts to employment contracts is the biggest challenge
- The set-up of a timeline was recommended, but together with FIFPro we strongly disagree on the way such conversion should happen
- In some countries, labour law obstructs the creation of a National Dispute Resolution Chamber (NDRC) or an arbitration panel, as labour disputes cannot be dealt with in an arbitration procedure

- In several countries, there seems to be a need for a clear disciplinary procedure regarding the sanctioning of players of clubs
- Even though slightly out of scope, the FAs in some countries announced stricter licensing criteria with regard to overdue payables

A second round of visits to those countries which require follow-up is scheduled for the second half of 2014.

**RESPECT OF CONTRACTS WORKING GROUP**

The Respect of Contracts Working Group focuses on the practical implementation of the recommendations made by the UEFA Professional Football Strategy Council (PFSC) Working Group on Transfer Matters. The recommendations include amongst others the issue of overdue payables towards players and clubs and how these can and should be combated. The working group agreed to compile a detailed mapping of the different rules in place addressing overdue payables in Europe. The analysis was based on information received from the licensors of all 54 UEFA member associations with regard to the regulation of overdue payables towards both football clubs as a result of transfer activities and towards employees and social/tax authorities. Additionally, potential sanctions in case of existing overdue payables were addressed. This will allow getting a better understanding on how to implement the proposals at national level.



## RELATIONS WITH THE EUROPEAN PARLIAMENT

In September, the European Parliament adopted a report on on-line gambling. A section of the report focuses on the integrity of sport and the fight against match-fixing. The report calls for better co-operation among all stakeholders including public authorities, law enforcement agencies, the sports industry, gambling operators and regulators, athletes and supporters to help combat match-fixing.

Of significance is the acknowledgement by the European Parliament that:

*'Sports bets are a form of commercial use of sporting competitions; recommends, while fully respecting Member States' competence on the issue, that sporting competitions should be protected from any unauthorised commercial use, notably by recognising the property rights of sports event organisers, not only in order to secure a fair financial return for the benefit of all levels of the professional and amateur sport but also as a means of strengthening the fight against sports fraud, particularly match-fixing.'*

ECA alongside UEFA lobbied hard in direct opposition to the gambling industry to ensure that this last paragraph was included in the final report adopted by

the European Parliament. Its inclusion is a positive step forward in ensuring that the rights of sports stakeholders are properly recognised and that these receive a fair return of gambling revenues. The European Parliament followed this up with the adoption in October of a Resolution aimed at combating organised crime. Among the proposals was a call for member states to make match-fixing a criminal offense and introduce tough sanctions for those found guilty of such practices. We, alongside our fellow football stakeholders, have been strong advocates of introducing measures aimed at fighting match-fixing and were encouraged to see the EU bringing forward proposals that help fight the threat of corruption in football.

## RELATIONS WITH GOVERNMENTS AND NATIONAL POLITICIANS

Along with its regular contacts with the EU institutions, ECA also actively engages with governments, politicians and civil servants from member states. We remain in regular and informal contact with sports ministries from across the EU to ensure that these are fully aware of our position on key topics they are addressing.

In September, an ECA delegation led by Karl-Heinz Rummenigge, met with members of the sub-committee on the reform of international football of the Parliamentary Assembly of the Council of Europe (CoE) in Geneva. The sub-committee is currently engaging with key stakeholders including FIFA and UEFA, on a number of issues including governance in sport, Financial Fair Play (FFP) and the protection of minors. On the issue of governance, we outlined our strong support for the manner in which UEFA had integrated clubs within its decision-making structures and hope this can be replicated at FIFA level.

Based on their discussions with stakeholders and as a follow-up to the Resolution on 'Good Governance and Ethics in Sport', that the CoE adopted in 2012, the sub-committee decided to begin work on developing a report aimed at putting pressure on FIFA to further enhance its governance structures. The report is expected to be adopted in 2015 and is welcomed by ECA.

Over the last couple of years, we alongside other stakeholders including FIFA, UEFA, EPFL and FIFPro, have also been active participants in the EU Expert Group on Good Governance in Sport – enjoying the status of 'observer'. The membership of the EU Expert Group includes representatives of sports ministries from the 28 EU Member States. The group's work has focused on three key areas, namely: i) developing principles of good governance that sports bodies will be asked to adhere to, ii) the transfer system and iii) agent regulations. Following a number of previous meetings, in November the group met in Brussels to discuss what advice it should give EU Sports Ministers vis-à-vis the transfer

system in light of the recommendations set out in the study on transfers commissioned by the European Commission. We strongly emphasised the need for any changes to the transfer system to be agreed upon within FIFA/UEFA's decision-making bodies with the input of all relevant stakeholders. Furthermore, we re-iterated our strong reservations vis-à-vis the general thrust and the recommendations of the study. During the debate, we used our influence to reduce significantly calls by some who wished to see strong backing given to the study on transfers and especially the implementation of its recommendations. In the end, the group accepted to recommend to EU Sports Ministers that they should not follow the calls made by the report's authors.

Alongside the work in the EU Expert Group, and to emphasise our position, in February letters were signed by ECA Executive Board Members to EU Sports Ministers, detailing our position vis-à-vis the transfer system and expressing the strong reservations towards the recommendations set out in the study.





“**THROUGH PUBLICATIONS, RESEARCH AND WORKSHOPS ECA IS OFFERING A VARIETY OF INFORMATION TO ALL ITS MEMBERS...**”



Through publications, research and workshops ECA is offering a variety of information to all its members. The ECA Administration is constantly striving at improving its services to member clubs. To foster the exchange of know-how and best practice, an additional ECA Workshop was held with the participation of many member clubs, this time dealing with club structure and organisation. Further, the first ECA Club Management Guide is in the pipeline to be published in spring 2015.

## ECA CLUB MANAGEMENT GUIDE

The ECA Administration, with the backing of the ECA Executive Board, has decided to create the ECA Club Management Guide, with the aim of analysing different aspects of successful club management. Created to satisfy the interest from ECA Member Clubs to gain know-how, the ECA Club Management Guide will integrate a strong practical approach, including case studies and best practices from clubs from top, medium and smaller national associations.

The idea of creating an ECA Club Management Guide was born from the need of having a manual which shares best practices in different aspects of club football management. In fact, in today's football environment the quality of a club's management is key to success, and the aim of such guide is to review different aspects of club management such as a club's operational, commercial, community and sporting activities.

With a specific focus on case studies and active participation from clubs to provide content, the ECA Club Management Guide aims to gather information directly from clubs, to analyse it and offer a practical benchmark. The publication integrates a strong practical approach, from a European perspective, including case studies from clubs in top, medium and smaller national associations as well as interviews with club managers, CEOs and other top executives demonstrating how clubs have dealt with particular situations in the past. The ECA Club Management Guide does not claim to

provide a single template to guarantee successful club management, but rather attempts to offer insights into effective club management through sharing best practice examples from clubs of various sizes and locations throughout Europe. This will offer the opportunity for all clubs to compare various methods and possibly improve their strategies.

Up until now, over 75 interviews and 11 club visits were carried out. The current implementation phase, running for the next trimester, consists of the creation and implementation of deliverables, the analysis, additional visits and interviews and initial drafting. Finally, the follow-up phase will validate the report, which is expected to be published in spring 2015.

## ECA WORKSHOP ON CLUB STRUCTURE & ORGANISATION

The first ECA Workshop on Club Structure & Organisation was successfully held on the 7 May at the Commerzbank Arena in Frankfurt am Main with over 50 ECA Member Club Representatives attending the one-day event.

The structure and organisation of a football club – regardless whether it is organised as an association, a private company or a members' organisation – is essential for its long-term sustainability and success. With the UEFA Financial Fair Play (FFP) Regulations fully in place, it is now almost an obligation for a football club to be structured and run in a sustainable way.

Keeping in mind our goal is to serve all ECA Member Clubs, we are increasingly focusing our attention on this core topic and have therefore decided to organise the first ECA Workshop on Club Structure & Organisation, with the objective of reuniting our members and building a constructive dialogue and exchange of knowledge and best practices. Case studies from ECA Member Clubs SL Benfica, Club Brugge and

The New Saints FC were presented to the 60 participants from over 50 ECA Member Clubs representing no less than 30 different national associations. Additionally, a panel discussion comprising the three main speakers joined by PSV Eindhoven, Maccabi Tel-Aviv and Ferencvarosi TC took place in order to conclude the afternoon session. Following the welcome and introductory remarks from ECA General Secretary, Michele Centenaro, and ECA Membership Services Manager, Olivier Jarosz, the workshop kicked off with the first case study of Portuguese member SL Benfica by its CEO, Domingos Soares de Oliveira. A multi-sport club counting 30 different sports, SL Benfica is a membership club with 230'000 members today and divided in several entities. The second case study illustrated a different model with Club Brugge's Chairman, Bart Verhaeghe, explaining the organisation of his club, which is structured as a business-oriented company since its recent complete restructuring in 2011/12. In the afternoon, the third and last case study of The New Saints FC, presented by its general manager, Ian Williams, showcased another example of a club's

structure, with a small club purchased and led by a private company for a long time. Each presentation was followed by a Q&A session, during which the present members were able to share their ideas and experiences related to the different topics. Discussions amongst the clubs' representatives proved very lively, which underlined there was a strong need for clubs to meet and exchange thoughts on this important topic. Furthermore, the concluding panel discussion allowed for a further exchange of views, knowledge and ideas on club structure and management. The importance of people within the organisation was a point raised several times, as well as the opportunity a crisis offers to restructure the organisation.

Similar to previous ECA Workshops, the first ECA Workshop on Club Structure & Organisation turned out to be a success. ECA General Secretary, Michele Centenaro, in his concluding remarks stressed the importance of having a clear vision and objectives in club management and noted that there is no one single recipe for success with different models potentially leading to success both on and off the pitch.



# ECA AWARDS 2013

The ECA Awards were traditionally held in the scope of the ECA General Assembly in Geneva. We recognised four member clubs for their outstanding club performances and successful club management achievements.



**EUROPEAN CLUB OF THE YEAR 2013**  FC Bayern München | GER

Recognised for their outstanding achievement during the 2012/13 season, at both European and domestic level: For the first time in the club's history, FC Bayern München won the so-called 'treble' – the domestic league, the domestic cup and the UEFA Champions League title in the same season.



**BEST ACHIEVEMENT 2013: YOUTH DEVELOPMENT**  Juventus | ITA

Recognised for their youth development initiative 'Juventus College': In June 2012, Juventus inaugurated its own school located at the club's training ground. The idea to build a school on-site was born out of a desire to create a unique and stimulating environment for the club's youth academy players allowing them to enhance their potential both on the pitch and in the classroom. The main goal is to foster the students' footballing skills while improving their academic performance through engaging them in education in a manner that allows for the right balance between training and schooling. Most importantly, the project aims at decreasing school drop-out rates by enhancing both the approach and quality of teaching. The school is officially recognised by the national education authorities and has received the classification of an 'Applied Sciences' institution, which is one of the most widespread secondary school programmes in the country. 'Juventus College' decided to adopt various experimental teaching methods that heavily involve the use of new technology in the classroom, always in line with the eight key competences for lifelong learning as outlined by the European Union. Through the establishment of this in-house college, Juventus highlights that every professional football club bears a big responsibility towards their youth players and families; to not only ensure their development as a football player but also as a human being.



**BEST SPORTING PROGRESS 2013**  Borussia Dortmund | GER





Recognised for their significant progress in European competition in the 2012/13 season: Former UEFA Champions League winner Borussia Dortmund returned to the big European stage in 2011 after almost ten years of absence. Whilst their comeback in the 2011/12 season did not lead to success as they were eliminated at the group stage, they surprised everyone with their improved performances in 2012/13. They played in Group D against Real Madrid CF, Manchester City FC and AFC Ajax, finishing as winners of the Group D with 14 points (4-2-0). In the knock-out phase they eliminated Shakhtar Donetsk FC, Málaga CF and Real Madrid CF which made them reach the final at Wembley Stadium in London. This great performance has allowed the club to make a huge jump in the UEFA Club Coefficient Ranking 2013, from position 65 to position 31.



**BEST COMMUNITY & SOCIAL RESPONSIBILITY PROGRAMME 2013**  KRC Genk | BEL

Recognised for the CSR Programme 'FRZA!': In collaboration with four children's homes from the region, KRC Genk organised a football tournament – the 'FRZA!' Welfare Cup – which aimed to improve the children's social skills and use football as a way to reintegrate them into their families and society. The project was a constant element in the daily therapeutic program at the children's homes. Firstly, it was used as a tool to work on personal values such as self-confidence, self-esteem and discipline. Secondly, it was used as a tool to improve communication and social skills towards others. Thirdly, the children were given a reason to exercise and learn about healthy living by preparing for match days. For the children, each group session was a moment to work on their evolution while each game day was a reward and a confirmation of their development at a personal level. In addition to the reward of one or three points for a draw or win, each team would gain 'Fair Play Points' as a reward for good behaviour towards teammates, the opponent or the referee. In addition to an 'active' football experience, a 'passive' football experience was also integrated in the project with the goal to reinforce family bonds: For every match the children's families and/or guardians were invited to support the children and cheer for them at the field of play. Further, in consultation with the supervisors and therapists and considering the specific situation of the child and its family, the club provided participants with free tickets to watch a KRC Genk home game giving the families the opportunity to have some constructive and reinforcing family time. Supervisors, therapists, participants and their families were wildly enthusiastic about the project, given the positive effect the project had on the development of the children.

## EUROPEAN CLUB OF THE YEAR

- 2013  FC Bayern München | GER
- 2012  Chelsea FC | ENG
- 2011  FC Barcelona | ESP
- 2010  FC Internazionale Milano | ITA





## BEST ACHIEVEMENT

- 2013  Juventus | ITA
- 2012  U.C. Sampdoria | ITA
- 2011  FK Baku | AZE
- 2010  FC Porto | POR

## BEST SPORTING PROGRESS

- 2013  Borussia Dortmund | GER
- 2012  APOEL FC | CYP
- 2011  SC Braga | POR
- 2010  FC Unirea Urziceni | ROM

## BEST CSR PROGRAMME

- 2013  KRC Genk | BEL
- 2012  FC Shakhtar Donetsk | UKR
- 2011  Celtic FC | SCO
- 2010  Hapoel Tel-Aviv FC | ISR

Similar to previous years, the ECA CSR Award Winner was nominated by an independent panel, this year composed of the following members:

- Mr. Peter Gilliéron, UEFA Executive Committee Member and Chairman of the Committee for Fair Play & Social Responsibility at UEFA
- Mr. Piara Powar, Executive Director FARE Network
- Mr. Yuri Sviridov, FC Shakhtar Donetsk (Winner of the ECA CSR Award 2012)

## ECA SUBDIVISION MEETINGS

With the start of a new membership cycle, ECA introduced 'Subdivision Meetings' to replace 'Regional Meetings', which were in place since the creation of ECA in 2008. These new sessions allow all member clubs from a specific subdivision to exchange thoughts and ideas on current matters of importance.

The introduction of 'Subdivision Meetings' is explained by the fact that the discussed topics are increasingly related to the coefficient ranking position rather than the specific geographical region. The meeting concept was approved by the ECA Executive Board and first presented to the General Assembly in September 2013. Four subdivision meetings have taken place throughout the 2013/14 season: subdivision two and four met for their inaugural meetings in Brussels (hosted by RSC Anderlecht) and in St. Julians, Malta (hosted by Valletta FC), while subdivision three already met twice, in Prague and in Vienna (hosted by AC Sparta Praha and FK Austria Wien respectively).

The meetings were used to discuss topics of common interest, such as the UEL qualification phase, UCL/UEL solidarity payments, loan systems in Europe as well as the UCL/UEL competition regulations and specific legal matters. Discussions proved lively and constructive with each meeting being chaired by at least one ECA Executive Board Member from the respective subdivision group. The ECA Administration also took the opportunity to update and inform participants about new services from ECA and to gather feedback and new ideas.



Subdivision 2 meeting in Brussels hosted by RSC Anderlecht



Subdivision 3 meeting in Prague hosted by AC Sparta Praha



Subdivision 3 meeting in Vienna hosted by FK Austria Wien



Subdivision 4 meeting in St. Julians (Malta) hosted by Valletta FC

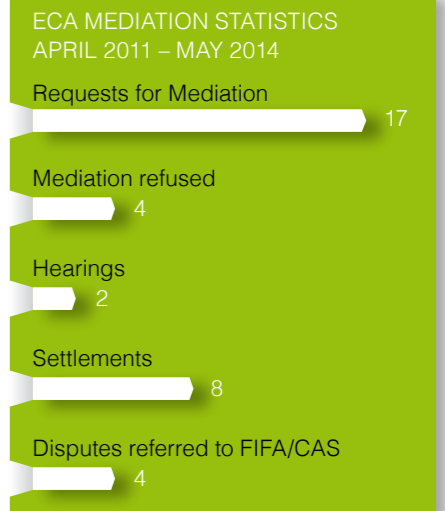
## ECA MEDIATION

The ECA Mediation Service has led to a settlement agreement between two member clubs over a financial dispute. More and more interest is being shown by ECA Member Clubs in mediation.

The successful mediation case was mediated by ECA Legal Advisory Panel (LAP) Member and FC Basel President, Bernhard Heusler. It was agreed between the two parties that the content of the settlement agreement remains confidential. With the creation of the ECA Legal Services back in 2011, we decided to meet a particular demand of our member clubs by establishing an ECA Mediation Service. Mediation means a negotiation assisted by an independent third party with the aim to find a solution for a conflict between two parties. Unlike arbitration, mediation does not aim at judging the case, but rather at helping the parties find an amicable solution

which would avoid and put an end to any future legal proceedings. Furthermore, mediation is cost and time effective, relationship preserving and completely confidential. In principle, we act as an independent third party and consider all financial disputes between member clubs (ie disputes concerning but not limited to training compensation, solidarity distribution mechanism, the execution of transfer agreements). The ECA Mediation Service falls under the auspices of the LAP chaired by ECA Executive Board Member and CEO of Arsenal FC, Ivan Gazidis. The panel members, all of them highly qualified and experienced sports lawyers and arbitrators, act as independent and impartial mediators and are appointed by the LAP chairman on a case-by-case basis.

For more information on the ECA Mediation Service and its functioning, contact ECA Legal Manager, Wouter Lambrecht, at [wouter.lambrecht@ecaeurope.com](mailto:wouter.lambrecht@ecaeurope.com)



## ECA LEGAL NEWSLETTER

Following requests from numerous member clubs, a new publication from ECA is born: the ECA Legal Newsletter. Two issues were already sent out leading to very positive feedback from ECA's club lawyers. The ECA Legal Newsletter supplements the already existing and yearly published ECA Legal Bulletin.

The ECA Legal Newsletter serves to provide information and legal developments on a more regular basis. In particular, this digital newsletter reports on the latest tendencies in jurisprudence from FIFA, CAS and the Swiss Federal Tribunal. It also provides member clubs with up-to-date information stemming from changes in stakeholder regulations and shares some questions received by member clubs, which are of interest to all member clubs.

In the first edition, two case analyses of CAS awards, a decision of the Swiss Federal Tribunal, practical feedback from the FIFA Dispute Resolution Chamber and an overview of recent changes in the UEFA Club Financial Control Body regulations were presented; whilst the second edition provided updates on the 2014 revision of the UEFA Disciplinary Regulations and the new FIFA Regulations on Working with Intermediaries.

For feedback or to subscribe to the ECA Legal Newsletter, please contact ECA Legal Manager, Wouter Lambrecht, at [wouter.lambrecht@ecaeurope.com](mailto:wouter.lambrecht@ecaeurope.com)

## ECA JOINS FACEBOOK AND TWITTER

In the second half of the 2013/14 season, ECA has joined both major social media platforms, namely Facebook and Twitter.

Through these two major social media platforms, we are looking at further developing our visibility and recognition. Thanks to Twitter and Facebook, we will be able to further expand our reach, by allowing ECA 'fans' and 'followers' to get

frequent updates on news, events and ongoing matters. On a regular basis, we will post information on these platforms, often with a direct link to our own website. More interestingly, thanks to these tools, short news and messages can be sent and read on a very fast and almost instantaneous basis at any time. The ECA Administration is in charge of updating and keeping the two platforms running. However, involvement by member clubs can play

an important role and be essential to the success of these new tools. By re-tweeting the news, sharing the links, following the profiles or 'liking' the pages, a much broader audience will be reached, and messages will be passed on to a greater number of stakeholders, media or simply interested people. Follow ECA on Twitter @ECAEurope and like our Facebook page at [facebook.com/EuropeanClubAssociation](https://www.facebook.com/EuropeanClubAssociation)



## NEW ECA MATCH ORGANISER TOOL

Upon request of several ECA Members three years ago, the ECA Administration started sharing a list via the weekly round-up through which clubs were offered the opportunity to either look for an opponent to play a friendly game or offer to play such a game. This service has now been upgraded through the creation of an online tool with the aim to be more user-friendly and work autonomously.

The ECA Website was extended by a secure login-area which is only accessible for ECA Member Clubs. Our new ECA Match Organiser Tool, officially launched in December 2013, can be found at [www.ecaeurope.com/matchorganiser](http://www.ecaeurope.com/matchorganiser) and already counts more than 70 registered clubs. The tool allows member clubs to enter friendly match requests or simply search through the list of offers already registered. Every entry in the database indicates a contact person of the respective club to get in touch with for more information.

For any questions or remarks on the tool, contact ECA Membership Services Manager, Olivier Jarosz, at [olivier.jarosz@ecaeurope.com](mailto:olivier.jarosz@ecaeurope.com)



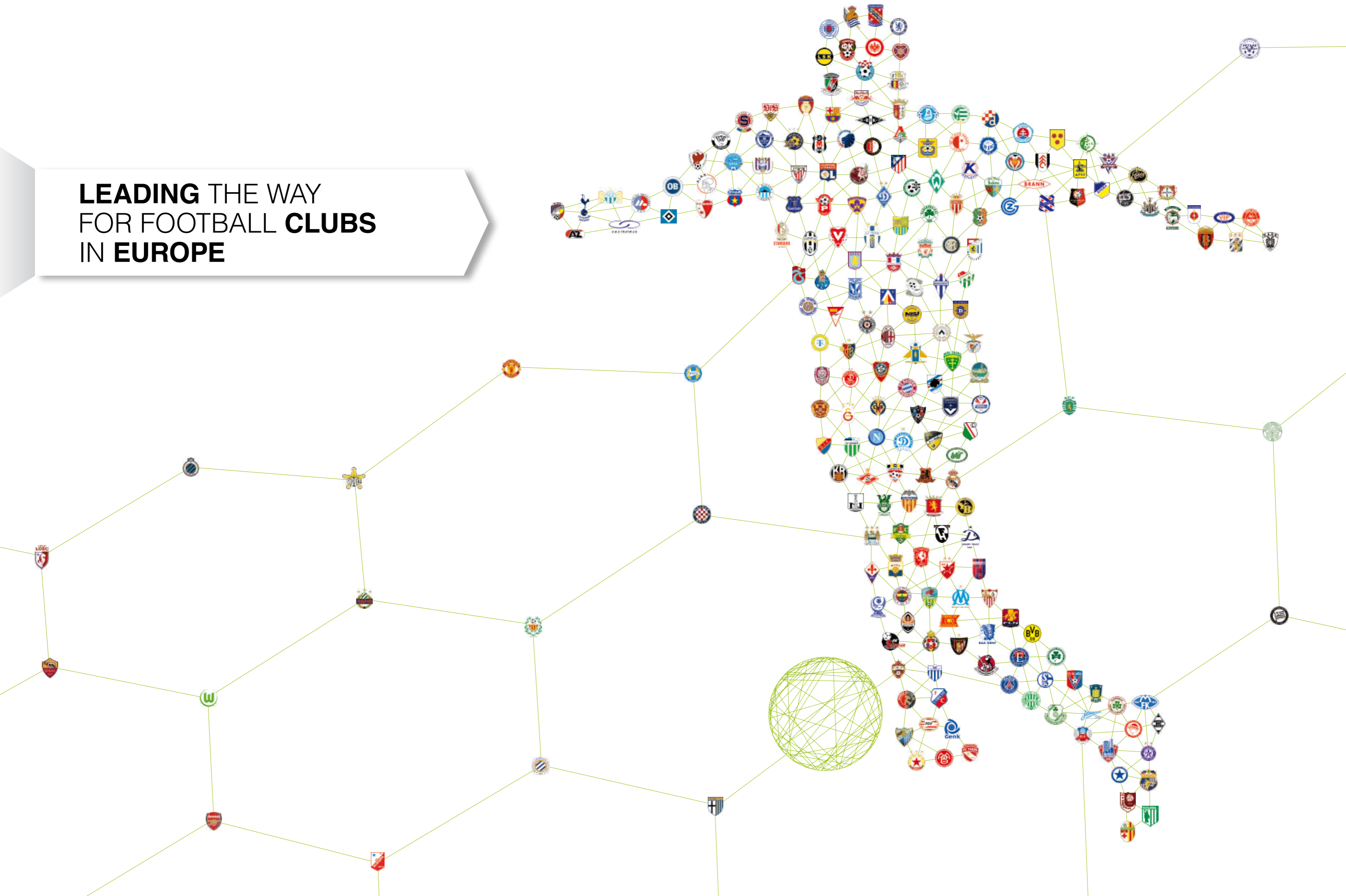
## ECA ADMINISTRATION 2013/14

The 2013/14 season saw two new signings joining the ECA Administration in Nyon: Federico Raviglione is acting as ECA Communication & Membership Services Coordinator and Daan de Jong as ECA Legal Counsel to complement the 11-strong ECA Team.





**LEADING THE WAY  
FOR FOOTBALL CLUBS  
IN EUROPE**



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
# COMPOSITION OF ECA WORKING GROUPS & TASK FORCES 2013/14

COMPETITIONS	
<b>CHAIRMAN</b>	 Umberto Gandini AC Milan   ITA
<b>VICE-CHAIRMAN</b>	 Emilio Butrageño Real Madrid CF   ESP
<b>EXECUTIVE BOARD</b>	 Jakub Otava AC Sparta Praha   CZE
<b>MEMBERS</b>	 Todor Batkov PFC Levski Sofia   BUL  Niels-Christian Holmstrøm FC København   DEN  Charles Maskelyne FC Nordsjælland   DEN  Darren Eales Tottenham Hotspur FC   ENG  Fernando Roig Negueroles Villarreal CF   ESP  Theimo Tülp FC Levadia Tallinn   EST  Frédéric Paquet LOSC Lille   FRA  Jean-Claude Blanc Paris St-Germain FC   FRA  Christian Hockenjos Borussia Dortmund   GER  Itamar Chizik Maccabi Haifa FC   ISR  Sandro Mencucci ACF Fiorentina   ITA  Nikola Prentic FC Buducnost Podgorica   MNE  Henk Kesler FC Twente   NED  Nils Skutle Rosenborg BK   NOR  Narcis Raducan Fotbal Club Oțelul SA   ROM  Andrey Gromov FC Rubin Kazan   RUS  Duncan Fraser FC Aberdeen   SCO  Peter Pekara MŠK Žilina   SVK  Paul Myllenberg Helsingborgs IF   SWE  Turgut Acar Fenerbahçe SK   TUR

FINANCE	
<b>CHAIRMAN</b>	 Jean-Michel Aulas Olympique Lyonnais   FRA
<b>VICE-CHAIRMAN</b>	 Michel Verschueren RSC Anderlecht   BEL
<b>MEMBERS</b>	 Annabel Llevot FC Santa Coloma   AND  Thomas Schwarz FK Austria Wien   AUT  Katrien Meire R. Standard de Liège   BEL  Andreas Themistocleous Anorthosis Famagusta   CYP  Stuart Wisely Arsenal FC   ENG  Jorge Chumillas Manchester City   ENG  Clemente Villaverde Huelga Atlético de Madrid   ESP  Manuel Novo Málaga CF   ESP  Alain Deveseleer FC Girondins de Bordeaux   FRA  Christian Clever Borussia Mönchengladbach   GER  Vidar Halldórsson FH Hafnarfjörður   ICE  Yaniv Meshulam Hapoel Tel-Aviv FC   ISR  Claudio Fenucci AS Roma   ITA  Andrea Chiavelli SSC Napoli   ITA  Tarje Nordstrand Jacobsen Molde FK   NOR  Miguel Moreira SL Benfica   POR  Eric Riley Celtic FC   SCO  Bojan Ban NK Maribor   SLO  Bosse Johanssen IF Elfsborg   SWE  Gyulnara Akhmedzhanova FC Shakhtar Donetsk   UKR

INSTITUTIONAL RELATIONS	
<b>CHAIRMAN</b>	 Andrea Agnelli Juventus   ITA
<b>VICE-CHAIRMAN</b>	 Theodoros Giannikos Olympiacos FC   GRE
<b>EXECUTIVE BOARD</b>	 Peter Lawwell Celtic FC   SCO
<b>MEMBERS</b>	 Dritan Gjyzezi KF Vllaznia   ALB  Florian Müller FC Red Bull Salzburg   AUT  Dirk Degraen KRC Genk   BEL  Darren Preston Fulham FC   ENG  Alvaro Garcia-Alaman Real Madrid CF   ESP  Vincent Ponsot Olympique Lyonnais   FRA  Cédric Dufoix Olympique Marseille   FRA  Tim Schumacher VfL Wolfsburg   GER  Geza Roka Debreceni VSC   HUN  Marco Fassone FC Internazionale Milano   ITA  John Borg Birkirkara FC   MLT  Peter Fossen PSV Eindhoven   NED  Konrad Klecha KKS Lech Poznan   POL  Daniel Lorenz Pereira FC Porto   POR  Valeriu Argaseala Steaua Bucuresti   ROM  Pavel Pivovarov FC Zenit St. Petersburg   RUS  Stefan Pantovic FK Crvena Zvezda   SRB  Bernhard Heusler FC Basel 1893   SUI  Ebru Köksal Galatasaray SK   TUR

MARKETING & COMMUNICATION	
<b>CHAIRMAN</b>	 Sandro Rosell FC Barcelona   ESP
<b>VICE-CHAIRMAN</b>	N/A
<b>MEMBERS</b>	 Dino Selimovic FK Sarajevo   BIH  Andrei Vashkevich FC Bate Borisov   BLR  Jaromir Hamouz FC Viktoria Plzen   CZE  Thomas Christensen Odense BK   DEN  Vinai Venkatesham Arsenal FC   ENG  Richard Arnold Manchester United   ENG  Manuel Vizcaino Fernandez Sevilla FC   ESP  Luis Manuel Ribeiro Douwens Vicente Valencia CF   ESP  Kari Haapiainen HJK Helsinki   FIN  Joachim Hilke Hamburger SV   GER  Klaus Filbry SV Werder Bremen   GER  Katia Koxenoglu Atromitos Athens FC   GRE  Pál Orosz Ferencváros   HUN  Giorgio Ricci FC Internazionale Milano   ITA  Francesco Calvo Juventus   ITA  Mark Koevermans Feyenoord Rotterdam   NED  Sancho Freitas Marítimo da Madeira Futebol   POR  Roman Babaev PFC CSKA Moskva   RUS  Leeann Dempster Motherwell FC   SCO  Lutfi Aribogan Galatasaray SK   TUR


YOUTH	
<b>CHAIRMAN</b>	 Edwin Van der Sar AFC Ajax   NED
<b>VICE-CHAIRMAN</b>	 Bodo Menze FC Schalke 04   GER
<b>MEMBERS</b>	 Davit Alaverdyan FC Banants   ARM  Dragan Soldo NK Široki Brijuni   BIH  Trifon Popov PFC Litex Lovech   BUL  Jan Skýpala FK Teplice   CZE  Kim Vilfort Brøndby IF   DEN  Liam Brady Arsenal FC   ENG  Brian McClair Manchester United   ENG  Jon Berasategi Zabala Athletic Club   ESP  Luis Vicente Mateo Valencia CF   ESP  Ari Masalin FC Honka Espoo   FIN  Jean-François Créachcadec Stade Rennais   FRA  Roberto Samaden FC Internazionale Milano   ITA  Guy Fusenig CS Grevenmacher   LUX  James Kerr Linfield FC   NIR  Bruno de Macedo Sporting Braga   POR  Patrícia Silva Lopes Sporting Clube de Portugal   POR  Anton Chistyakov PFC CSKA Moskva   RUS  Revaz Tchokonelidze FC Dynamo Kyiv   UKR  Ian Williams The New Saints   WAL

CLUB COMPETITION MARKETING TASK FORCE	
<b>MEMBERS</b>	 Vinai Venkatesham Arsenal FC   ENG  Patrick Stewart Manchester United FC   ENG  Raúl Sanllehi FC Barcelona   ESP  Begoña Sanz Real Madrid CF   ESP  Stefan Mennerich FC Bayern München   GER  Mark Koevermans Feyenoord Rotterdam   NED  Domingos Soares Oliveira SL Benfica   POR  Adrian Filby Celtic FC   SCO


## COMPOSITION OF ECA EXPERT PANELS 2013/14

## LEGAL ADVISORY PANEL

## CHAIRMAN


 Ivan Gazidis  
Arsenal FC | ENG


## VICE-CHAIRMAN

 Michael Gerlinger  
FC Bayern München | GER


## MEMBERS


 Renaud Duchene  
RSC Anderlecht | BEL


 Martin Procházka  
AC Sparta Praha | CZE


 Bruce Buck  
Chelsea FC | ENG


 Darren Eales  
Tottenham Hotspur FC | ENG


 Jesus Aroyo  
Sevilla FC | ESP


 Alvaro Garcia-Alaman  
Real Madrid CF | ESP

 Vincent Ponsot  
Olympique Lyonnais | FRA


 Theodoros Giannikos  
Olympiacos FC | GRE


 Achilleas Mavromatis  
PAOK FC | GRE


 Géza Róka  
Debreceni VSC | HUN

 Leandro Cantamessa  
AC Milan | ITA


 Angelo Cappellini  
FC Internazionale Milano | ITA


 Martynas Kalvelis  
FK Ekranas | LTU


 Wouter van Zetten  
AZ Alkmaar | NED


 Ivo Trijbits  
AFC Ajax | NED


 Daniel Lorenz Pereira  
FC Porto | POR


 Paulo Leite Gonçalves  
SL Benfica | POR


 Eugene Krechetov  
FC Lokomotiv Moskva | RUS

 Pavel Pivovarov  
FC Zenit St. Petersburg | RUS

 Michael Nicholson  
Celtic FC | SCO


 Bernhard Heusler  
FC Basel 1893 | SUI


 Andriy Kharytonchuk  
FC Shakhtar Donetsk | UKR


 Damir Vrbanić  
ECA-appointed DRC Member

## STATUTORY AFFAIRS PANEL

## MEMBERS

 Ivan Gazidis  
Arsenal FC | ENG


 Michael Gerlinger  
FC Bayern München | GER


 Theodoros Giannikos  
Olympiacos FC | GRE


## FINANCIAL FAIR PLAY PANEL


## MEMBERS


 Chris Alexander  
Chelsea FC | EBG

 Pedro López Jiménez  
Real Madrid CF | ESP

 Jean-Michel Aulas  
Olympique Lyonnais | FRA


 Karl Hopfner  
FC Bayern München | GER


 Andrea Agnelli  
Juventus | ITA

 Vahtang Vardanyan  
FC Zenit St. Petersburg | RUS

## EU SOCIAL DIALOGUE COMMITTEE


## MEMBERS

 Pedro López Jiménez  
Real Madrid CF | ESP

 Raúl Sanllehi  
FC Barcelona | ESP

 Jean-Michel Aulas  
Olympique Lyonnais | FRA


 Michael Gerlinger  
FC Bayern München | GER


 Michele Centenaro  
ECA General Secretary


## ECA REPRESENTATION AT UEFA &amp; FIFA LEVEL 2013/14


## UEFA

## UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL


 Ivan Gazidis  
Arsenal FC | ENG


 Sandro Rosell  
FC Barcelona | ESP


 Umberto Gandini  
AC Milan | ITA

 Evgeni Giner  
PFC CSKA Moskva | RUS


## PFSC WORKING GROUP ON TRANSFER MATTERS


 Raúl Sanllehi  
FC Barcelona | ESP


 Michael Gerlinger  
FC Bayern München | GER

 Edwin van der Sar  
AFC Ajax | NED


## UEFA EVENTS SA BOARD


 Florentino Pérez  
Real Madrid CF | ESP


 Karl-Heinz Rummenigge  
FC Bayern München | GER


 Adriano Galliani  
AC Milan | ITA


## UEFA CLUB COMPETITIONS COMMITTEE


 Ian Ayre  
Liverpool FC | ENG


 Pedro López Jiménez  
Real Madrid CF | ESP

 Karl Hopfner  
FC Bayern München | GER


 Theodoros Giannikos  
Olympiacos FC | GRE


 Andrea Agnelli  
Juventus | ITA


 Aušrys Labinas  
FK Ekranas | LTU


 Diogo Paiva Brandão  
FC Porto | POR


## YOUTH LEAGUE WORKING GROUP


 Christian Lattanzio  
Manchester City FC | ENG


 Raúl Sanllehi  
FC Barcelona | ESP


 Alberto Morinigo  
Real Madrid CF | ESP

 Jürgen Gelsdorf  
Bayer 04 Leverkusen | GER

 Kostas Vernikos  
Olympiacos FC | GRE


 Stefano Braghin  
Juventus | ITA


 Edwin van der Sar  
AFC Ajax | NED

 Chris McCart  
Celtic FC | SCO

## FIFA


## FIFA COMMITTEE FOR CLUB FOOTBALL

 Karl-Heinz Rummenigge  
FC Bayern München | GER


 Umberto Gandini  
AC Milan | ITA


## FIFA STRATEGIC COMMITTEE

 Jean-Michel Aulas  
Olympique Lyonnais | FRA


 Karl-Heinz Rummenigge  
FC Bayern München | GER


## FIFA FOOTBALL COMMITTEE


 Florentino Pérez  
Real Madrid CF | ESP

 Karl-Heinz Rummenigge  
FC Bayern München | GER


## FIFA DISPUTE RESOLUTION CHAMBER

 Ivan Gazidis  
Arsenal FC | ENG

 Theodoros Giannikos  
Olympiacos FC | GRE


 Damir Vrbanić  
ECA-appointed DRC Member


## ORGANISING COMMITTEE FOR THE FIFA CLUB WORLD CUP™

 Sandro Rosell  
FC Barcelona | ESP


## FIFA PLAYERS' STATUS COMMITTEE


 Edwin van der Sar  
AFC Ajax | NED

 Pedro López Jiménez  
Real Madrid CF | ESP

 Ivan Gazidis  
Arsenal FC | ENG

## FIFA PSC WORKING GROUP ON TRANSFERS

 Ivan Gazidis  
Arsenal FC | ENG

 Michele Centenaro  
ECA General Secretary

## COMPOSITION OF ECA COMMITTEES 2013/14

## WOMEN'S FOOTBALL COMMITTEE


## CHAIRMAN


 Jean-Michel Aulas  
Olympique Lyonnais | FRA


## MEMBERS

 NÖSV Neulengbach | AUT


 Standard Fémina de Liège | BEL


 AC Sparta Praha | CZE


 Brøndby IF | DEN


 Arsenal LFC | ENG

 Everton LFC | ENG


 Valencia CF Femenino | ESP


 FC Levadia Tallinn | EST


 FC Honka Espoo | FIN

 Olympique Lyonnais Féminin | FRA


 Paris Saint-Germain FC | FRA

 1. FFC Turbine Potsdam | GER


 FC Bayern München | GER


 PAOK FC | GRE


 Torres Calcio | ITA


 FK Liepājas Metalurgs | LVA


 Birkirkara FC | MLT


 FC Twente | NED

 Lillestrøm FK Kvinner | NOR

 Zvezda-2005 | RUS

 ŠK Slovan Bratislava | SVK

 Umeå IK | SWE

 FC Zürich Frauen | SWI

# ECA PLAYER RELEASE ANALYSIS

The ECA Player Release Analysis is a research study undertaken by the European Club Association at the occasion of every major national team tournament, including but not limited to the FIFA World Cup™ and the UEFA EURO™.

The purpose of this particular research is to highlight the number and origin of clubs involved in releasing players for the FIFA World Cup 2014™ in Brazil.

## TOP 20 MOST REPRESENTED CLUBS DURING THE FIFA WORLD CUP 2014™ IN BRAZIL

POSITION	CLUB	PLAYERS
1	 FC Bayern München   GER	14
	 Manchester United FC   ENG	14
3	 FC Barcelona   ESP	13
	 SSC Napoli   ITA	13
5	 Chelsea FC   ENG	12
	 Juventus   ITA	12
	 Real Madrid CF   ESP	12
8	 Arsenal FC   ENG	10
	 Liverpool FC   ENG	10
	 Manchester City FC   ENG	10
	 Paris Saint-Germain FC   FRA	10
12	 Club Atlético de Madrid   ESP	9
	 FC Porto   POR	9
14	 AC Milan   ITA	8
	 FC Internazionale Milano   ITA	8
	 FC Zenit St Petersburg   RUS	8
17	 FC Dynamo Moscow   RUS	7
	 FC Schalke 04   GER	7
	 Southampton FC   ENG	7
	 SS Lazio   ITA	7
	 VfL Wolfsburg   GER	7

**297**  
clubs are involved in releasing players

**190**  
are European clubs from UEFA member associations

**76.5%**  
of the FIFA World Cup 2014™ players (563 players from a total of 736) are registered with European clubs

**99.6%**  
of players of the 13 European National teams at the FIFA World Cup 2014™ are registered with European clubs

FC Bayern München and Manchester United FC with **14** players released each, are the clubs releasing the biggest number of players

**4/23**  
Ecuadorian players are playing in Europe

**16%**  
of the FIFA World Cup 2014™ players are registered with clubs from England

**11**  
players out of the 736 are registered with Brazilian clubs

**ALL**  
Russian players are registered with Russian clubs

**21/23**  
players from Cameroon and Côte d'Ivoire are registered with European clubs

**385**  
players out of 736 (52%) were released from 84 ECA Member Clubs

In the FIFA World Cup 2014™ only **2** players are 'free agents', while there were 4 in the FIFA World Cup 2010™

Manchester United FC released players to

**9**  
different national teams

# UEFA CLUB COMPETITIONS 2013/14 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Real Madrid CF	57'414'000	Champions League	Champion
Paris Saint-Germain FC	54'417'000*	Champions League	Quarter Finals
Juventus	50'123'115	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Semi Final
Club Atlético de Madrid	50'048'000	Champions League	Finalist
Manchester United FC	44'775'000	Champions League	Quarter Finals
FC Bayern München	44'616'000	Champions League	Semi Finals
Chelsea FC	43'391'000	Champions League	Semi Finals
FC Barcelona	41'975'000	Champions League	Quarter Finals
SSC Napoli	40'198'392	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Round of 16
AC Milan	39'699'000	Champions League	Round of 16
Manchester City FC	35'402'000*	Champions League	Round of 16
Borussia Dortmund	34'725'000	Champions League	Quarter Finals
Olympique de Marseille	32'415'000	Champions League	Group Stage
Arsenal FC	29'332'000	Champions League	Round of 16
Olympiacos FC	27'406'000	Champions League	Round of 16
Bayer 04 Leverkusen	26'335'000	Champions League	Round of 16
FC Schalke 04	25'820'000	Champions League	Round of 16
AFC Ajax	21'584'931	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Round of 32
FC København	21'492'000	Champions League	Group Stage
FC Zenit St. Petersburg	21'471'000*	Champions League	Round of 16
Galatasaray SK	21'072'000*	Champions League	Round of 16
SL Benfica	20'641'995	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Finalist
Celtic FC	19'666'000	Champions League	Group Stage
Real Sociedad de Fútbol	19'374'000	Champions League	Group Stage
FC Steaua București	17'300'000	Champions League	Group Stage
FC Basel 1893	16'644'025	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Quarter Finals
FC Porto	15'503'956	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Quarter Finals
PFC CSKA Moskva	15'185'000	Champions League	Group Stage
FK Austria Wien	14'874'000	Champions League	Group Stage
Sevilla FC	14'752'120	Europa League	Champion
FC Shakhtar Donetsk	14'282'434	UCL/UEL	UCL 3 <sup>rd</sup> /UEL Round of 32
FC Viktoria Plzeň	13'837'126	Champions League	UCL 3 <sup>rd</sup> /UEL Round of 16
Olympique Lyonnais	12'264'561	Europa League	Quarter Finals
RSC Anderlecht	12'242'000	Champions League	Group Stage
SS Lazio	9'481'981	Europa League	Round of 32
ACF Fiorentina	8'234'902	Europa League	Round of 32
Valencia CF	8'212'749	Europa League	Semi Finals
Trabzonspor AŞ	8'135'139*	Europa League	Round of 32
Eintracht Frankfurt	7'295'458	Europa League	Round of 32
PAOK FC	7'121'804	Europa League	Round of 32
PFC Ludogorets 1945	6'379'990	Europa League	Round of 16
AZ Alkmaar	6'026'249	Europa League	Quarter Finals
Tottenham Hotspur FC	5'939'592	Europa League	Round of 16
FC Girondins de Bordeaux	5'880'701	Europa League	Group Stage
Legia Warszawa SA	5'349'648	Europa League	Group Stage
Real Betis Balompie	5'295'343	Europa League	Round of 16
SC Freiburg	5'150'079	Europa League	Group Stage
FC Anji	5'083'630*	Europa League	Round of 16
FC Rubin Kazan	4'866'303*	Europa League	Round of 32

\* The figures include payments to certain clubs (marked \*) that are being withheld due to non-compliance with Financial Fair Play regulations.

## UEFA CLUB COMPETITIONS 2013/14 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
PSV Eindhoven	4'811'297	Europa League	Group Stage
NK Maribor	4'772'943	Europa League	Round of 32
Swansea City AFC	4'090'698	Europa League	Round of 32
FC de Paços de Ferreira	4'003'361	Europa League	Group Stage
FC Red Bull Salzburg	3'965'547	Europa League	Round of 16
GNK Dinamo	3'960'540	Europa League	Group Stage
Esbjerg fB	3'909'787	Europa League	Round of 32
FC Shakhter Karagandy	3'854'706	Europa League	Group Stage
Wigan Athletic FC	3'821'735	Europa League	Group Stage
KRC Genk	3'395'602	Europa League	Round of 32
FC Kuban Krasnodar	3'314'648	Europa League	Group Stage
Tromsø IL	3'214'372	Europa League	Group Stage
FC Dnipro Dnipropetrovsk	3'159'618	Europa League	Round of 16
Maccabi Tel-Aviv FC	3'153'942	Europa League	Round of 32
FC Chernomorets Odessa	2'979'618	Europa League	Round of 32
FC Slovan Liberec	2'917'728	Europa League	Round of 32
CS Pandurii Lignitul Târgu Jiu	2'803'468	Europa League	Group Stage
IF Elfsborg	2'793'692	Europa League	Group Stage
FC Dynamo Kyiv	2'709'618	Europa League	Round of 32
FC Sheriff	2'375'000	Europa League	Group Stage
SV Zulte Waregem	2'222'548	Europa League	Group Stage
APOEL FC	2'200'811	Europa League	Group Stage
Vitória SC	2'200'361	Europa League	Group Stage
SK Rapid Wien	2'128'989	Europa League	Group Stage
HNK Rijeka	2'055'540	Europa League	Group Stage
Estoril Praia	2'043'361	Europa League	Group Stage
Maccabi Haifa FC	2'030'178	Europa League	Group Stage
FC Thun	2'021'855	Europa League	Group Stage
FC St. Gallen	1'951'855	Europa League	Group Stage
R. Standard de Liège	1'892'548	Europa League	Group Stage
Apollon Limassol FC	1'756'811	Europa League	Group Stage
FC Dinamo Tbilisi	725'000	UCL/UEL	Qualifying Phase
FH Hafnarfjörður	725'000	UCL/UEL	Qualifying Phase
FK Partizan	725'000	UCL/UEL	Qualifying Phase
JK Nomme Kalju	725'000	UCL/UEL	Qualifying Phase
KS Skënderbeu	725'000	UCL/UEL	Qualifying Phase
Molde FK	725'000	UCL/UEL	Qualifying Phase
FC Aktobe	540'000	Europa League	Qualifying Phase
FC Astra	540'000	Europa League	Qualifying Phase
FK Kukësi	540'000	Europa League	Qualifying Phase
FK Vojvodina	540'000	Europa League	Qualifying Phase
Qarabag FK	540'000	Europa League	Qualifying Phase
VMFD Zalgiris	540'000	Europa League	Qualifying Phase
EB/Streymur	525'000	Champions League	Qualifying Phase
FC Shirak	525'000	Champions League	Qualifying Phase
FC Dila Gori	420'000	Europa League	Qualifying Phase
FC Minsk	420'000	Europa League	Qualifying Phase
FC Petrolul Ploiesti	420'000	Europa League	Qualifying Phase
WKS Śląsk Wrocław	420'000	Europa League	Qualifying Phase

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## UEFA CLUB COMPETITIONS 2013/14 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Breidablik	390'000	Europa League	Qualifying Phase
FC Differdange 03	390'000	Europa League	Qualifying Phase
FC Dinamo Minsk	390'000	Europa League	Qualifying Phase
FC Milsami Orhei	390'000	Europa League	Qualifying Phase
FK Mladost Podgorica	390'000	Europa League	Qualifying Phase
FK Ventspils	390'000	Europa League	Qualifying Phase
Gefle IF	390'000	Europa League	Qualifying Phase
Malmö FF	390'000	Europa League	Qualifying Phase
MŠK Žilina	390'000	Europa League	Qualifying Phase
PFC Botev Plovdiv	390'000	Europa League	Qualifying Phase
Birkirkara FC	375'000	Champions League	Qualifying Phase
Cliftonville FC	375'000	Champions League	Qualifying Phase
CS Fola Esch	375'000	Champions League	Qualifying Phase
FC BATE Borisov	375'000	Champions League	Qualifying Phase
FC Daugava Daugavpils	375'000	Champions League	Qualifying Phase
FK Ekranas	375'000	Champions League	Qualifying Phase
FK Sutjeska	375'000	Champions League	Qualifying Phase
FK Vardar	375'000	Champions League	Qualifying Phase
NK Željezničar	375'000	Champions League	Qualifying Phase
Gyori ETO FC	375'000	Champions League	Qualifying Phase
HJK Helsinki	375'000	Champions League	Qualifying Phase
PFC Neftchi	375'000	Champions League	Qualifying Phase
ŠK Slovan Bratislava	375'000	Champions League	Qualifying Phase
Sligo Rovers FC	375'000	Champions League	Qualifying Phase
The New Saints FC	375'000	Champions League	Qualifying Phase
FC Lusitans	350'000	Champions League	Qualifying Phase
FC Nordsjælland	350'000	UCL/UEL	Qualifying Phase
Grasshopper-Club Zürich	350'000	UCL/UEL	Qualifying Phase
SP Tre Penne	350'000	Champions League	Qualifying Phase
AS Saint-Etienne	290'000	Europa League	Qualifying Phase
FK Jablonec	290'000	Europa League	Qualifying Phase
Udinese Calcio	290'000	Europa League	Qualifying Phase
VfB Stuttgart	290'000	Europa League	Qualifying Phase
AS Trencin	270'000	Europa League	Qualifying Phase
BK Häcken	270'000	Europa League	Qualifying Phase
FK Crvena Zvezda	270'000	Europa League	Qualifying Phase
Hapoel Tel-Aviv FC	270'000	Europa League	Qualifying Phase
HNK Hajduk Split	270'000	Europa League	Qualifying Phase
KKS Lech Poznań	270'000	Europa League	Qualifying Phase
NK Široki Brijeg	270'000	Europa League	Qualifying Phase
Saint Johnstone FC	270'000	Europa League	Qualifying Phase
Skoda Xanthi F.C.	270'000	Europa League	Qualifying Phase
Stromsgodset TF	270'000	Europa League	Qualifying Phase
AS Jeunesse Esch	250'000	Europa League	Qualifying Phase
Budapest Honved FC	250'000	Europa League	Qualifying Phase
FC Chikhura Sachkhere	250'000	Europa League	Qualifying Phase
FC Dacia Chişinău	250'000	Europa League	Qualifying Phase
FC Inter Baki	250'000	Europa League	Qualifying Phase
FC Irtysh Pavlodar	250'000	Europa League	Qualifying Phase

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## UEFA CLUB COMPETITIONS 2013/14 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
FC Khazar Lankaran	250'000	Europa League	Qualifying Phase
FC Levadia Tallinn	250'000	Europa League	Qualifying Phase
FC Pyunik	250'000	Europa League	Qualifying Phase
FK Rudar Pljevlja	250'000	Europa League	Qualifying Phase
FK Sarajevo	250'000	Europa League	Qualifying Phase
FK Turnovo	250'000	Europa League	Qualifying Phase
HSK Zrinjski Mostar	250'000	Europa League	Qualifying Phase
IBV	250'000	Europa League	Qualifying Phase
KR Reykjavík	250'000	Europa League	Qualifying Phase
Linfield FC	250'000	Europa League	Qualifying Phase
Prestatyn Town FC	250'000	Europa League	Qualifying Phase
Rosenborg BK	250'000	Europa League	Qualifying Phase
Skonto FC	250'000	Europa League	Qualifying Phase
Valletta FC	250'000	Europa League	Qualifying Phase
Vikingur	250'000	Europa League	Qualifying Phase
Atromitos FC	150'000	Europa League	Qualifying Phase
FC Pasching	150'000	Europa League	Qualifying Phase
FC Spartak Moskva	150'000	Europa League	Qualifying Phase
Feyenoord	150'000	Europa League	Qualifying Phase
OGC Nice	150'000	Europa League	Qualifying Phase
SC Braga	150'000	Europa League	Qualifying Phase
Asteras Tripolis FC	140'000	Europa League	Qualifying Phase
Bursaspor Kulübü	140'000	Europa League	Qualifying Phase
Club Brugge	140'000	Europa League	Qualifying Phase
FC Metalurh Donetsk	140'000	Europa League	Qualifying Phase
FC Zürich	140'000	Europa League	Qualifying Phase
Hapoel Ramat Gan FC	140'000	Europa League	Qualifying Phase
Motherwell FC	140'000	Europa League	Qualifying Phase
Randers FC	140'000	Europa League	Qualifying Phase
Vitesse	140'000	Europa League	Qualifying Phase
Aalborg BK	130'000	Europa League	Qualifying Phase
AC Omonia	130'000	Europa League	Qualifying Phase
AC Sparta Praha	130'000	Europa League	Qualifying Phase
Anorthosis Famagusta FC	130'000	Europa League	Qualifying Phase
Debreceni VSC	130'000	Europa League	Qualifying Phase
Derry City FC	130'000	Europa League	Qualifying Phase
FC Honka Espoo	130'000	Europa League	Qualifying Phase
FC Shakhtyor Soligorsk	130'000	Europa League	Qualifying Phase
FC Utrecht	130'000	Europa League	Qualifying Phase
FK Jagodina	130'000	Europa League	Qualifying Phase
FK Senica	130'000	Europa League	Qualifying Phase
GKS Piast Gliwice	130'000	Europa League	Qualifying Phase
Hibernian FC	130'000	Europa League	Qualifying Phase
Hodd	130'000	Europa League	Qualifying Phase
IFK Göteborg	130'000	Europa League	Qualifying Phase
NK Lokomotiva Zagreb	130'000	Europa League	Qualifying Phase
NK Olimpija Ljubljana	130'000	Europa League	Qualifying Phase
PFC Beroe Stara Zagora	130'000	Europa League	Qualifying Phase
SK Sturm Graz	130'000	Europa League	Qualifying Phase

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## UEFA CLUB COMPETITIONS 2013/14 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
A.C. Libertas	120'000	Europa League	Qualifying Phase
AUK Broughton FC	120'000	Europa League	Qualifying Phase
Bala Town FC	120'000	Europa League	Qualifying Phase
Crusaders FC	120'000	Europa League	Qualifying Phase
Drogheda United FC	120'000	Europa League	Qualifying Phase
F91 Dudelange	120'000	Europa League	Qualifying Phase
FC Astana	120'000	Europa League	Qualifying Phase
FC Flora Tallinn	120'000	Europa League	Qualifying Phase
FC Gandzasar Kapan	120'000	Europa League	Qualifying Phase
FC Inter Turku	120'000	Europa League	Qualifying Phase
FC Mika	120'000	Europa League	Qualifying Phase
FC Santa Coloma	120'000	Europa League	Qualifying Phase
FC Tiraspol	120'000	Europa League	Qualifying Phase
FC Torpedo Kutaisi	120'000	Europa League	Qualifying Phase
FC Vaduz	120'000	Europa League	Qualifying Phase
FK Celik Niksic	120'000	Europa League	Qualifying Phase
FK Kruoja	120'000	Europa League	Qualifying Phase
FK Metalurg Skopje	120'000	Europa League	Qualifying Phase
FK Süduva	120'000	Europa League	Qualifying Phase
FK Teteks	120'000	Europa League	Qualifying Phase
Glentoran FC	120'000	Europa League	Qualifying Phase
HB Tórshavn	120'000	Europa League	Qualifying Phase
Hibernians FC	120'000	Europa League	Qualifying Phase
IF Fuglafjörður	120'000	Europa League	Qualifying Phase
IFK Mariehamn	120'000	Europa League	Qualifying Phase
JK Trans Narva	120'000	Europa League	Qualifying Phase
KF Laçi	120'000	Europa League	Qualifying Phase
KS Teuta	120'000	Europa League	Qualifying Phase
Nk Celje	120'000	Europa League	Qualifying Phase
NK Domžale	120'000	Europa League	Qualifying Phase
PFC Levski Sofia	120'000*	Europa League	Qualifying Phase
Saint Patrick's Athletic FC	120'000	Europa League	Qualifying Phase
FK Liepājas Metalurģs	120'000	Europa League	Qualifying Phase
Sliema Wanderers FC	120'000	Europa League	Qualifying Phase
SP La Fiorita	120'000	Europa League	Qualifying Phase
TPS Turku	120'000	Europa League	Qualifying Phase
UE Santa Coloma	120'000	Europa League	Qualifying Phase
Videoton FC	120'000	Europa League	Qualifying Phase

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The content of the tables above is mainly based on information received by UEFA.

ECA cannot guarantee 100% accuracy of the content, in particular with regard to the amounts mentioned.

For this reason, neither ECA nor UEFA can be held liable for the content of these tables.

### Legend

UCL: UEFA Champions League

UEL: UEFA Europa League

UCL 3<sup>rd</sup>: Third place in the UCL group stage

PO: Play-Offs

# UEFA CHAMPIONS LEAGUE 2013/14 CLUB SHARE DISTRIBUTION

All amounts in €

	PARTICIPATION BONUS	PERFORMANCE BONUS	MARKET POOL	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP A	FC Shakhtar Donetsk	8'600'000	3'000'000	2'450'000				14'050'000
	Manchester United FC	8'600'000	5'000'000	23'775'000	3'500'000			44'775'000
	Bayer 04 Leverkusen	8'600'000	3'500'000	10'735'000	3'500'000			26'335'000
	Real Sociedad de Fútbol	8'600'000	500'000	8'174'000				17'274'000
GROUP B	Juventus	8'600'000	2'500'000	31'998'000				43'098'000
	Galatasaray A.Ş.	8'600'000	2'500'000	6'472'000	3'500'000			21'072'000*
	Real Madrid CF	8'600'000	5'500'000	20'514'000	3'500'000	3'900'000	4'900'000	57'414'000
	FC København	8'600'000	1'500'000	11'392'000				21'492'000
GROUP C	Paris Saint-Germain FC	8'600'000	4'500'000	33'917'000	3'500'000			54'417'000*
	SL Benfica	8'600'000	3'500'000	3'274'000				15'374'000
	RSC Anderlecht	8'600'000	500'000	3'142'000				12'242'000
	Olympiacos FC	8'600'000	3'500'000	11'806'000	3'500'000			27'406'000
GROUP D	Manchester City FC	8'600'000	5'000'000	18'302'000	3'500'000			35'402'000*
	FC Bayern München	8'600'000	5'000'000	18'716'000	3'500'000	3'900'000	4'900'000	44'616'000
	PFC CSKA Moskva	8'600'000	1'000'000	5'585'000				15'185'000
	FC Viktoria Plzeň	8'600'000	1'000'000	1'528'000				11'128'000
GROUP E	FC Basel 1893	8'600'000	3'000'000	1'684'000				13'284'000
	FC Schalke 04	8'600'000	3'500'000	8'120'000	3'500'000			23'720'000
	FC Steaua București	8'600'000	1'500'000	5'100'000				15'200'000
	Chelsea FC	8'600'000	4'000'000	18'491'000	3'500'000	3'900'000	4'900'000	43'391'000
GROUP F	Borussia Dortmund	8'600'000	4'000'000	14'725'000	3'500'000	3'900'000		34'725'000
	Olympique de Marseille	8'600'000	0	23'815'000				32'415'000
	Arsenal FC	8'600'000	4'000'000	11'132'000	3'500'000			27'232'000
	SSC Napoli	8'600'000	4'000'000	25'998'000				38'598'000
GROUP G	FC Zenit St. Petersburg	8'600'000	2'500'000	4'771'000	3'500'000			19'371'000*
	FK Austria Wien	8'600'000	2'000'000	2'174'000				12'774'000
	FC Porto	8'600'000	2'000'000	3'618'000				14'218'000
	Club Atlético de Madrid	8'600'000	5'500'000	17'148'000	3'500'000	3'900'000	4'900'000	6'500'000
GROUP H	AFC Ajax	8'600'000	3'000'000	9'604'000				21'204'000
	AC Milan	8'600'000	3'500'000	21'999'000	3'500'000			37'599'000
	Celtic FC	8'600'000	1'000'000	7'966'000				17'566'000
	FC Barcelona	8'600'000	4'500'000	21'475'000	3'500'000	3'900'000		41'975'000
TOTAL 32 CLUBS	275'200'000	96'000'000	409'600'000	56'000'000	31'200'000	19'600'000	17'000'000	904'600'000

\* The figures include payments to certain clubs (marked \*) that are being withheld due to non-compliance with Financial Fair Play regulations.

# UEFA EUROPA LEAGUE 2013/14 CLUB SHARE DISTRIBUTION

All amounts in €

	PARTICIPATION BONUS	PERFORMANCE BONUS	MARKET- POOL	ROUND OF 32	ROUND OF 16	QUARTER- FINALS	SEMI- FINALS	FINAL	TOTAL
GROUP A	FC Kuban Krasnodar	1'300'000	500'000	1'374'648					3'174'648
	Valencia CF	1'300'000	1'300'000	3'612'749	200'000	350'000	450'000	1'000'000	8'212'749
	Swansea City AFC	1'300'000	800'000	1'650'698	200'000				3'950'698
	FC St. Gallen	1'300'000	400'000	251'855					1'951'855
GROUP B	PFC Ludogorets 1945	1'300'000	1'500'000	554'990	200'000	350'000			3'904'990
	GNK Dinamo	1'300'000	100'000	85'540					1'485'540
	FC Chernomorets Odessa	1'300'000	900'000	309'618	200'000				2'709'618
	PSV Eindhoven	1'300'000	500'000	911'297					2'711'297
GROUP C	Esbjerg fB	1'300'000	1'000'000	1'409'787	200'000				3'909'787
	FC Red Bull Salzburg	1'300'000	1'600'000	315'547	200'000	350'000			3'765'547
	IF Elfsborg	1'300'000	300'000	618'692					2'218'692
	R. Standard de Liège	1'300'000	100'000	222'548					1'622'548
GROUP D	FC Rubin Kazan	1'300'000	1'400'000	1'696'303	200'000				4'596'303*
	SV Zulte Waregem	1'300'000	500'000	222'548					2'022'548
	Wigan Athletic FC	1'300'000	400'000	2'121'735					3'821'735
	NK Maribor	1'300'000	700'000	97'943	200'000				2'297'943
GROUP E	FC Dnipro Dnipropetrovsk	1'300'000	1'000'000	309'618	200'000	350'000			3'159'618
	ACF Fiorentina	1'300'000	1'500'000	5'234'902	200'000				8'234'902
	Futebol Clube de Paços de Ferreira	1'300'000	300'000	303'361					1'903'361
	CS Pandurii Lignitul Târgu Jiu	1'300'000	200'000	1'033'468					2'533'468
GROUP F	APOEL FC	1'300'000	400'000	100'811					1'800'811
	Eintracht Frankfurt	1'300'000	1'400'000	4'395'458	200'000				7'295'458
	FC Girondins de Bordeaux	1'300'000	200'000	4'380'701					5'880'701
	Maccabi Tel-Aviv FC	1'300'000	1'000'000	78'942	200'000				2'578'942
GROUP G	SK Rapid Wien	1'300'000	500'000	188'989					1'988'989
	FC Dynamo Kyiv	1'300'000	900'000	309'618	200'000				2'709'618
	KRC Genk	1'300'000	1'400'000	495'602	200'000				3'395'602
	FC Thun	1'300'000	200'000	251'855					1'751'855
GROUP H	Sevilla FC	1'300'000	1'300'000	5'012'120	200'000	450'000	1'000'000	5'000'000	14'612'120
	SC Freiburg	1'300'000	500'000	3'350'079					5'150'079
	FC Slovan Liberec	1'300'000	900'000	247'728	200'000				2'647'728
	Estoril Praia	1'300'000	300'000	303'361					1'903'361

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\* The figures include payments to certain clubs (marked \*) that are being withheld due to non-compliance with Financial Fair Play regulations.

# UEFA EUROPA LEAGUE 2013/14 CLUB SHARE DISTRIBUTION

All amounts in €

	PARTICIPATION BONUS	PERFORMANCE BONUS	MARKET-POOL	ROUND OF 32	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP I	HNK Rijeka	1'300'000	400'000	85'540					1'785'540
	Real Betis Balompie	1'300'000	900'000	2'545'343	200'000	350'000			5'295'343
	Olympique Lyonnais	1'300'000	1'300'000	6'564'561	200'000	350'000	450'000		10'164'561
	Vitória SC	1'300'000	400'000	500'361					2'200'361
GROUP J	Legia Warszawa SA	1'300'000	200'000	1'374'648					2'874'648
	Apollon Limassol FC	1'300'000	300'000	156'811					1'756'811
	Trabzonspor AŞ	1'300'000	1'400'000	4'965'139	200'000				7'865'139*
	SS Lazio	1'300'000	1'100'000	6'881'981	200'000				9'481'981
GROUP K	Tromsø IL	1'300'000	100'000	1'424'372					2'824'372
	FC Sheriff	1'300'000	500'000						1'800'000
	FC Anji	1'300'000	800'000	2'433'630	200'000	350'000			5'083'630*
	Tottenham Hotspur FC	1'300'000	1'600'000	2'489'592	200'000	350'000			5'939'592
GROUP L	AZ Alkmaar	1'300'000	1'300'000	2'426'249	200'000	350'000	450'000		6'026'249
	PAOK FC	1'300'000	1'100'000	2'421'804	200'000				5'021'804
	FC Shakhter Karagandy	1'300'000	200'000	54'706					1'554'706
	Maccabi Haifa FC	1'300'000	400'000	60'178					1'760'178
CLUBS FROM UEFA CL	FC Shakhtar Donetsk		32'434	200'000					232'434
	Juventus		5'025'115	200'000		350'000	450'000	1'000'000	7'025'115
	SL Benfica		767'995	200'000		350'000	450'000	1'000'000	2'500'000
	FC Viktoria Plzeň		59'126	200'000		350'000	0	0	609'126
	FC Basel 1893		260'025	200'000		350'000	450'000		1'260'025
	SSC Napoli		1'050'392	200'000		350'000			1'600'392
	FC Porto		285'956	200'000		350'000	450'000		1'285'956
	AFC Ajax		180'931	200'000					380'931
<b>TOTAL DISTRIBUTION</b>	<b>62'400'000</b>	<b>36'000'000</b>	<b>83'500'000</b>	<b>6'400'000</b>	<b>5'600'000</b>	<b>3'600'000</b>	<b>4'000'000</b>	<b>7'500'000</b>	<b>209'000'000</b>

(2/2)

\* The figures include payments to certain clubs (marked \*) that are being withheld due to non-compliance with Financial Fair Play regulations.



# 2013/14 UEFA CHAMPIONS LEAGUE SOLIDARITY PAYMENTS FOR CLUB YOUTH DEVELOPMENT

All amounts in €

Associations with clubs in the UEFA Champions League group stage

COUNTRY	PLAY-OFFS	TOTAL
Italy	13'182'977	145'000
England	11'815'873	145'000
Spain	11'092'473	145'000
France	9'513'928	145'000
Germany	8'617'998	145'000
Greece	1'945'449	145'000
Denmark	1'877'188	1'877'188
Russia	1'706'534	145'000
Netherlands	1'582'810	145'000
Scotland	1'312'837	145'000
Portugal	1'135'699	145'000
Turkey	1'066'584	145'000
Romania	840'468	145'000
Austria	570'000	145'000
Czech Republic	570'000	145'000
Switzerland	570'000	145'000
Belgium	570'000	570'000
Ukraine	570'000	570'000
<b>TOTAL</b>	<b>68'540'818</b>	<b>2'175'000</b>

Associations without clubs in the UEFA Champions League group stage

COUNTRY	PLAY-OFFS	TOTAL
Poland	458'130	145'000
Croatia	305'858	145'000
Norway	548'152	548'152
Bulgaria	304'900	145'000
Slovenia	290'630	145'000
Kazakhstan	283'515	145'000
Sweden	385'346	385'346
Republic of Ireland	326'160	326'160
Hungary	319'696	319'696
Serbia	318'499	318'499
Cyprus	307'438	307'438
Israel	306'336	306'336
Bosnia-Herzegovina	293'120	293'120
Finland	292'594	292'594
Malta	290'918	290'918
Albania	289'481	289'481
Belarus	285'746	285'746
Iceland	285'650	285'650
FYROM	285'076	285'076
Azerbaijan	284'788	284'788
Slovakia	283'984	283'984
Montenegro	283'850	283'850
Lithuania	283'831	283'831
Georgia	283'668	283'668
Latvia	280'958	280'958
Moldova	280'575	280'575
Estonia	280'479	280'479
Armenia	280'622	280'622
Andorra	280'000	280'000
Faroe Islands	280'000	280'000
Gibraltar	280'000	280'000
Liechtenstein	280'000	280'000
Luxembourg	280'000	280'000
Northern Ireland	280'000	280'000
San Marino	280'000	280'000
Wales	280'000	280'000
<b>TOTAL</b>	<b>10'960'000</b>	<b>725'000</b>



# FIFA CLUB PROTECTION PROGRAMME

## RECOMMENDATIONS TO CLUBS

Whilst full details, including definitions, can be found in the technical bulletin of the FIFA Club Protection Programme (CCP), the following comments should assist clubs in the effective submission and administration of any claims.

### Accident and Bodily Injury

In order for there to be a claim there must be an accident during the release period and the club must prove that an accident has occurred as a prerequisite of any payment under the CPP.

An accident is defined as when a player, at an identifiable time and place during the 'operative time' (release period), suffers a bodily injury due to a sudden external force acting on his body; it can also be a specific, sudden act of exertion at an identifiable time and place from which the player suffers a bodily injury.

In addition, the accident must result in an identifiable, physical, bodily injury causing a temporary total disablement that entirely prevents the player from participating in his occupation.

A bodily injury would normally be a new, acute injury or a recurring injury that had previously healed. If there is no link between an identified accident and the resulting bodily injury, no benefit will be paid under the CCP.

### Medical Evidence

In order to prove a link between the accident and bodily injury the club is required to provide medical evidence. It is important that the medical evidence provided demonstrates that there is an identifiable link between the accident, bodily injury and temporary total disablement. Medical evidence should include current and historic MRI scans, CT scans or X-rays, medical records and/or any other relevant information. This information should be sent promptly to the CCP administrator and claims handler. The sooner the required information is received, the quicker any benefit for a valid claim will be paid.

### Existing Injuries

Existing injuries and any losses caused by or consequent upon such injury are not covered under the CPP.

It is important to note any player who is receiving medical treatment when he joins up with his national team is not covered should the part of his body being treated be subsequently injured. This means that any claim caused by or consequent upon such an existing injury is not covered and no benefit will be paid under the CCP.

### Existing Injuries versus Pre-Existing Injuries

Existing injuries should not be confused with pre-existing injuries which are included under the CCP. Only injuries where the player is receiving medical treatment from a healthcare practitioner at the start of the operative time (release period) are defined as 'existing' and are, therefore, excluded.

If clubs are uncertain as to whether an injury is excluded they should please seek advice in time via the CCP administrator and claims handler (see technical bulletin section 3 for contact details of the helpline).

### Fitness for Duty Form for Final Tournaments

For national associations participating in FIFA World Cup™, FIFA Confederations Cup and Confederations final tournaments, a special procedure has been put in place. This is the same procedure that was used for the UEFA EURO 2012™ and the 2013 CAF Africa Cup of Nations.

If a player is receiving medical treatment for a specific injury at the start of the 'operative time' this injury and any loss caused by and consequent upon this injury will not be covered under the CCP (see point 6.3) unless it is shown that the medical treatment has been successful and the injury requires no further medical treatment prior to any participation in the tournament.

A referral process has been developed for tournaments (ie FIFA Confederations Cup 2013, FIFA World Cup 2014™) whereby it is obligatory to fill out and

return the 'fitness for duty' form in order for the respective part of the body to be considered in relation to any claim under the CCP. The claims handler will inform the respective national association within a maximum of two working days following receipt of full documentation, if full cover can be provided or not.

### Salary

No benefits can be paid under the CCP unless the following is provided:

- A copy of player's contract, signed and in force prior to the accident
- Proof of salary and social security payments before and after the accident

### Reporting Period

Although the average reporting period by clubs is improving it must be pointed out that according to the technical bulletin a club has to report an accident within 28 days after the date of incident: Please see 3.i. of the technical bulletin for the condition itself as well as the consequence of neglecting.

### Note

The technical bulletin of the FIFA Club Protection Programme (CCP) is the only authoritative document. Whilst the above is provided to assist the claims process, FIFA would recommend clubs familiarise themselves with the full wording of the technical bulletin which can be found on [FIFA.com](http://FIFA.com) and to appoint a responsible person within the club who is looking after the internal administration of any claims made under the CCP.

FIFA also recommends early contact with the CCP administrator and claims handler, in respect of injuries which may be the subject of a claim under the CCP, as this will ensure all relevant matters are covered at the earliest opportunity and allow the most effective conduct of any claim brought.

Source: CPP Report for ECA (produced by FIFA on 30 June 2014).

# CODE OF CONDUCT

## PROTECT OUR GAME! CODE OF CONDUCT FOR ALL PARTICIPANTS IN EUROPEAN FOOTBALL

### 1. Be Clean: Never Fix an Event

Play and act fairly, honestly and never fix an event or part of an event. Whatever the reason, do not make any attempt to adversely influence the natural course of a sporting event or part of an event. Sporting competitions must always be an honest test of skill and ability and the results must remain uncertain. Fixing an event, or part of an event goes against the rules and ethics of sport and when caught, you may receive a criminal prosecution and a lifetime ban from your sport. Do not put yourself at risk by following these simple principles:

- Always perform to the best of your abilities.
- Never accept to fix a match. Say no immediately. Do not let yourself be manipulated – unscrupulous individuals might try to develop a relationship with you built on favours or fears that they will then try to exploit for their benefit in possibly fixing an event. This can include the offer of gifts, money and support.
- Avoid addictions or running up debts as this may be a trigger for unscrupulous individuals to target you to fix competitions. Get help before things get out of control.

### 2. Be Open: Tell Someone If You Are Approached

If you hear something suspicious or if anyone approaches you to ask about fixing any part of a match, or if someone offers you money or favours for sensitive information then you should use the established reporting mechanism in your country. Any threats or suspicions of corrupt behaviour should always be reported. Know the institutions that can help you (for instance your players' association and/or someone you trust) in case you are approached especially if you are playing in an unsafe environment.

### 3. Be Careful: Never Share Sensitive Information

As a player or official you may have access to information that is not available to the general public, such as knowing that a key player is injured or that the coach is putting out a weakened side. This is considered sensitive, privileged or inside information. This information could be sought by people who would then use that knowledge to secure an unfair advantage and to make a financial gain.

There is nothing wrong with you having sensitive information; it is what you do with it that matters. Most players and club officials know that they should not discuss important information with anyone outside of their club or coaching staff (with or without reward) where it might reasonably be expected that its disclosure could be used in relation to betting.

### 4. Be Smart: Know the Rules

Find out the integrity rules of your international and national federation, team, club, players association, competition and your country's laws, before the start of each sporting season so that you are aware of your sport's most recent position, especially regarding betting. Many sports and countries either have or are developing regulations on sports betting and you need to be aware of these – even if you don't bet. If you break the rules, you will be caught and risk severe punishments including a potential lifetime ban from your sport and even being subject to a criminal investigation.

### 5. Be Safe: Never Bet on Your Sport

Never bet on yourself, your opponent or your sport. If you, or anyone in your entourage (coach, girlfriend, family members etc) bet on yourself, your opponent or your sport you risk being severely sanctioned. It is best to play safe and never bet on any events within your sport including:

- Never betting or gambling on your own matches or any competitions (including betting on yourself or your team to win, lose or draw as well as any of the different side-bets).
- Never instructing, encouraging or facilitating any other party to bet on matches you are participating in.
- Never ensuring the occurrence of a particular incident, which is or can be the subject of a bet and for which you expect to receive or have received any reward.
- Never giving or receiving any gift, payment or other benefit in circumstances that might reasonably be expected to bring you or football into disrepute.

## PROJECT MANAGEMENT

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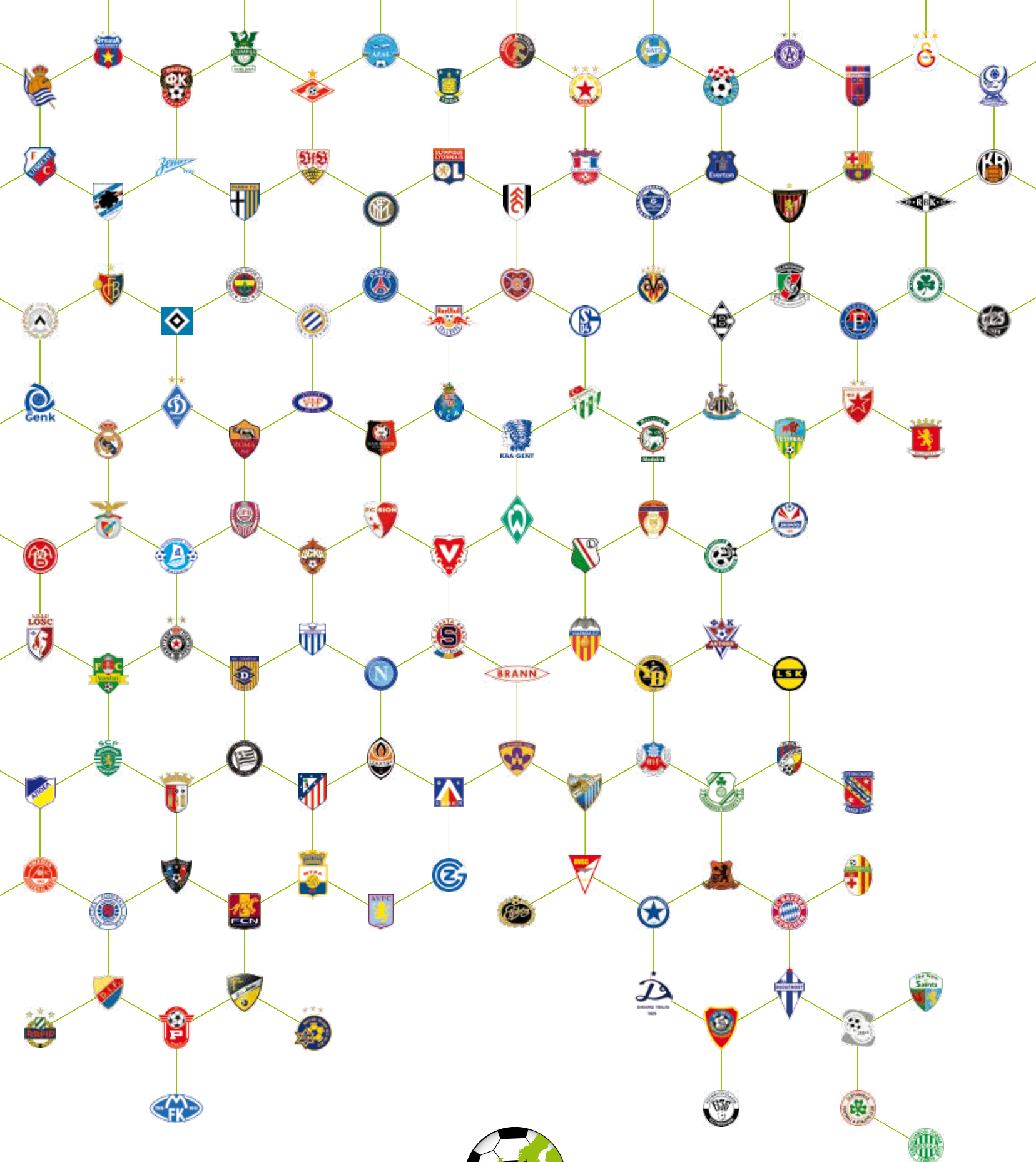
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