



Heart
of Football

August 2023

ECA ORGANISATIONAL REGULATIONS

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A. ECA ORGANISATIONAL REGULATIONS

For the purpose of these regulations, the following abbreviations and definitions are used:

- a) Board: ECA Board.
- b) Board Member: an individual who is a member of the Board.
- c) Conflict of Interest: conflicts of interest arise if an ECA Representative is reasonably considered to have, have had or be on the point of having, private or personal interests or relations with another person or entity that may affect their ability to perform their duties in full independence and integrity, and/or to pursue ECA's objectives and interests.
- d) ECA: European Club Association.
- e) ECA Body/Bodies: Committee, Panel or Working Group.
- f) ECA Cycle: is defined under Article 3.3 of the ECA Statutes.
- g) ECA Internal Representative: Board Members and anyone holding a function within ECA and ECA Bodies.
- h) ECA External Representative: individual appointed as ECA representative to a body of another organisation.
- i) ECA Network: the formal network of European professional football clubs operated by ECA.
- j) ECA Representative: ECA Internal Representative or ECA External Representative.
- k) ECA PEC: ECA Platform for Executives' Consultation.
- l) ECA Workstream: each key area of activity undertaken by ECA in line with its objectives.
- m) Executive Committee: ECA Executive Committee.
- n) Executive Committee Member: an individual who is a member of the Executive Committee.
- o) FIFA: Fédération Internationale de Football Association.
- p) FIFA FSC: FIFA Football Stakeholders' Committee.
- q) FIFPro: International Federation of Professional Footballers' Associations (Fédération internationale des footballeurs professionnels).
- r) IFAB : International Football Advisory Board
- s) Member: ECA Ordinary or Associated Member.
- t) Network Club: Any club that joins the ECA Network.
- u) Subdivision Representative: individual who is elected as an observer to the Board, pursuant to Article 43 of the ECA Statutes.
- v) UEFA: Union of European Football Associations.
- w) UEFA CCC: UEFA Club Competitions Committee.
- x) UCC SA: UEFA Club Competitions SA.
- y) UEFA ExCo: UEFA Executive Committee.

I – GENERAL PROVISIONS

Article 1 – Scope of application

¹ These regulations establish the organisational structure of ECA and their purpose is to define internal working methods as well as to outline the consultation process within ECA. They deal with the composition, organisation and competences of each ECA Body, as well as with the organisation of ECA PEC meetings. Furthermore, they deal with the appointments by the Board of the representatives of ECA in any other appropriate bodies, such as those established within FIFA and UEFA, or in the UCC SA.

² They govern the following areas in particular:

- a) The organization of the association’s activities around the ECA Workstreams and standardized rules for ECA Bodies (Articles 2 – 10)
- b) The terms of reference of the ECA Working Groups (Articles 11-20);
- c) The terms of reference of the ECA Committees (Articles 21-23);
- d) The terms of reference of the ECA Panels (Articles 24-35);
- e) The organization of the ECA PEC (Articles 36-37);
- f) Appointments by the Board of the ECA External Representatives in the appropriate football bodies (Articles 38-41) & UCC SA (Article 42-43).

³ With the exception of those decisions which, pursuant to Articles 34.2 and 34.3 of the ECA Statutes are either subject to the ratification or the exclusive competence of the Board, all rights, powers and obligations described herein in respect of the Board are equally exercisable by the Executive Committee.

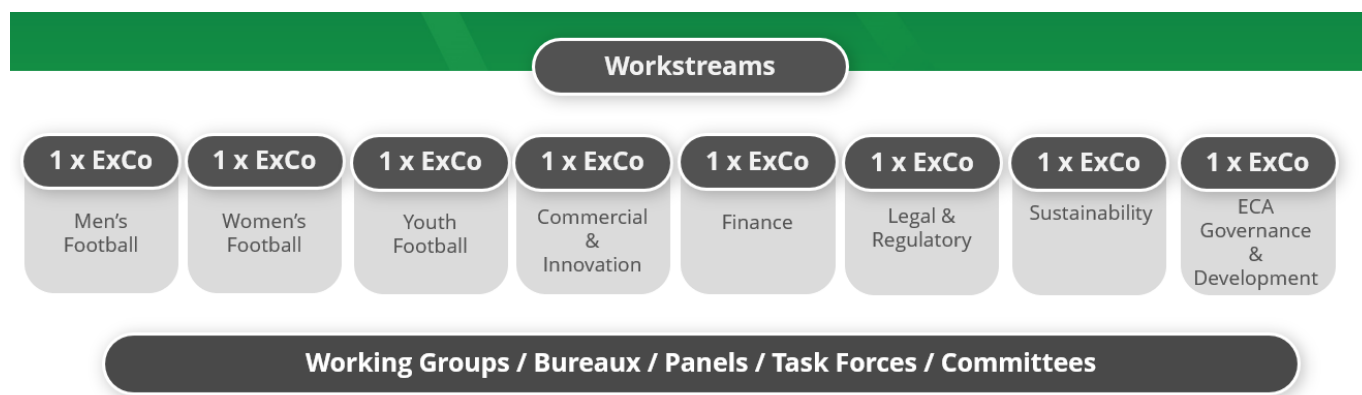
Article 2 – ECA Workstreams

¹ The activities of ECA and the pursuit of its objectives are organized around the ECA Workstreams. Each workstream represents a key area of activity undertaken by ECA in line with its statutory goals and the strategic objectives set out by the Board.

² Each ECA Workstream shall have an allocated Executive Committee Member as its Workstream Lead, who shall be responsible for the strategic coordination and supervision of the work of that Workstream, including of the activities of the ECA Bodies that might exist within it. The Workstream Lead shall also be responsible for ensuring that the Board and the Executive Committee are kept adequately informed of the activities of the relevant Workstream and for ensuring an effective flow of information between the Board/Executive Committee and the ECA Bodies (including the reporting of recommendations from the ECA Bodies to the Board/Executive Committee), as well as the flow of information across the ECA Bodies within the Workstream.

³ The Workstream Lead shall be assisted in its supervisory and coordination activities by (i) a Board Member selected by the Workstream Lead; (ii) the Chair and Vice-Chair of the respective Working Group; and (iii) a member of the ECA Administration, which, together, will form a Bureau for that specific ECA Workstream.

⁴ The ECA Workstreams are detailed below:



Article 3 – ECA Bodies

¹ In order to support the work and activities to be carried out within each ECA Workstream, the Board may, pursuant to Article 24 letter t) of the ECA Statutes, create ECA Bodies. Each ECA Workstream shall include a Working Group and an appropriate number of ECA Bodies as decided by the Board.

² Considering the above-referenced ECA Workstreams, the Board has decided to create the following Working Groups:

- a) The Men's Football Working Group;
- b) The Women's Football Working Group;
- c) The Youth Working Group;
- d) The Legal & Regulatory Working Group;
- e) The Finance Working Group;
- f) The Commercial & Innovation Working Group;
- g) The Sustainability Working Group; and
- h) The ECA Governance & Development Working Group.

³ Considering the above-referenced ECA Workstreams, the Board has decided to create the following Committees:

- a) The Social Dialogue Committee (within the Legal & Regulatory ECA Workstream);

⁴ Considering the above-referenced ECA Workstreams, the Board has decided to create the following Panels:

- a) The Legal Advisory Panel (within the Legal & Regulatory Workstream);
- b) The Statutory Affairs Panel (within the Legal & Regulatory Workstream);
- c) The Financial Sustainability Panel (within the Finance Workstream);
- d) The Distribution Panel (within the Finance Workstream);
- e) The Club Rights Panel (within the Commercial Workstream); and
- f) The Finance, Remuneration & Audit Panel (within the ECA Governance & Development Workstream)
- g) The Football Panel (within the Men's Football Workstream)
- h) The Medical & Performance Panel (shared across the Men's Football, Women's Football & Youth Football Workstreams).

- i) The Education Advisory Panel (within the ECA Governance & Development Workstream);
- j) The Equity, Diversity & Inclusion Panel (within the Sustainability Workstream); and
- k) The Membership Services Panel (within the ECA Governance & Development Workstream).

⁵ The Board may decide to create further ECA Bodies or abolish or re-structure existing ones (including by amending their composition) at any time, in order to support the activities of the ECA Workstreams. The Board may also create ad-hoc task forces to support the work of the ECA Bodies, in particular to perform activities and advise on discrete topics and within specific and well-defined periods of time. Prior to creating, abolishing or re-structuring ECA Bodies or task forces, the Board shall, in principle, request the recommendation and advice of the respective Workstream Bureau.

⁶ ECA Bodies have an advisory function and shall report their recommendations to the Board and Executive Committee, in principle via the Workstream Bureau.

Article 4 – General rules governing the composition of ECA Bodies

¹ Where applicable and unless stated differently, the Board shall appoint and may recall or remove a Chair for each ECA Body. Vice-Chairs shall be appointed by the members of each ECA Body once composed.

² Unless stated differently, the Board shall first appoint the members of each ECA Body following a call for candidates issued by the ECA CEO and an application procedure.

³ Thereafter, subject to ratification by the Board and with the exception of the Chair of the ECA Body who is always appointed by the Board, the relevant Workstream Lead may decide on replacing a member when a position on any ECA Body (within the same ECA Workstream) becomes vacant.

⁴ In principle, all ECA Bodies shall include representatives of ECA Members from all four ECA Subdivisions. In addition, the Board may set equity, diversity and inclusion targets to be met across the ECA Bodies.

⁵ Members of any ECA Body may simultaneously be a member of another ECA Body.

⁶ Board Members may be invited by the Workstream Lead or Chair to attend the Working Group meetings if deemed necessary.

Article 5 – Term of Office

¹ The term of office of the ECA Bodies is linked to the ECA Cycle as defined in Article 3.3 of the ECA Statutes.

² Unless stated differently, participation is reserved to the individuals appointed and not the club. Hence, members of ECA Bodies should in principle be read as individuals belonging to an ECA Member.

Article 6 – Chair

¹ Where applicable, the meeting of each ECA Body shall be chaired by the Chair.

² The Chair of that ECA Body shall act as spokesperson and report to the Board and/or the Executive Committee (in principle via the Workstream Bureau) on the activities of that ECA Body.

³ In the exceptional case that the Chair of an ECA Body cannot attend a meeting, the Vice-Chair shall chair that meeting. In case both the Chair and the Vice-Chair cannot attend the meeting, the Chair

shall appoint a Chair for this meeting amongst the members of the Bureau of the Working Group or, as the case may be, amongst the other Board Members who are part of the same ECA Body. In case there is no other Board Member in this ECA Body or no other Board Member can be present at the meeting, the Chair may appoint anyone from the other members of that ECA Body.

⁴ Where applicable, the Chair of an ECA Body:

- a) Prepares the meetings of the ECA Body with the ECA Administration;
- b) Chairs the meetings of the ECA Body;
- c) Leads the discussions and ensures a smooth running of the meeting;
- d) Approves the draft minutes;
- e) Informs the members of the ECA Body about any special matter that falls within the scope of the ECA Body.

Article 7 – Meetings

¹ The ECA Bodies shall meet, in principle, at least once per year or with any other frequency depending on the urgency of the matters according to the decision of the relevant Chair.

³ The meetings of the ECA Bodies are not open to the public. However, the Chair, the Workstream Lead and/or the CEO may invite interested parties to attend the meeting if deemed necessary.

⁴ If applicable, decisions of an ECA Body shall be adopted by a simple majority of the members of the ECA Body present, with the Chair having a casting vote in case of a draw.

Article 8 – Administration of ECA Bodies & Consultation Platforms

¹ The Consultations Platforms comprise:

- a) The Subdivision meetings; and
- b) The ECA PEC meetings.

² The ECA Administration shall be responsible for administering the ECA Bodies and the Consultation Platforms, which includes the practical organisation of the meetings and the drafting of the minutes, where applicable.

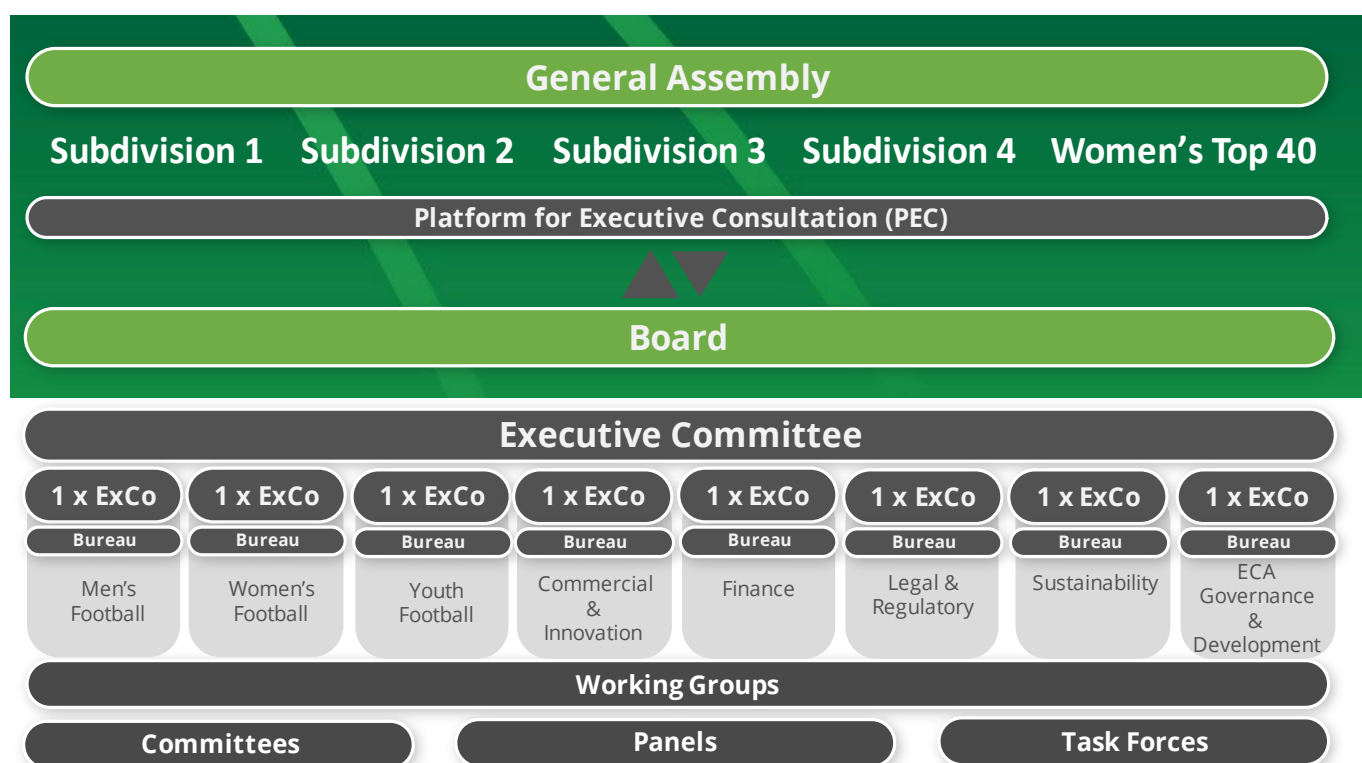
³ The ECA Administration may invite any members of the ECA Bodies or other relevant individuals representing the Members to the Consultation Platforms.

Article 9 – Interaction between the ECA Bodies, Organs and Consultation Platforms

As illustrated below the key roles of each ECA Body and ECA Internal Representative can be summarized as:

- a) Board: Final decision making in accordance with the ECA Statutes;
- b) Executive Committee: Final decision making for certain delegated powers in accordance with the ECA Statutes;
- c) Bureau: Strategic leadership group responsible for the activities, deliverables and results of a Workstream in accordance with the directions of the Board and/or Executive Committee;
- d) Working Groups: the largest and most senior ECA Body within each Workstream, driving its own activities alongside facilitating the linking and sharing of information between the ECA

- Bodies within the relevant Workstream;
- e) Committees: the ECA Bodies focused on a specific subject matter and with the responsibility of engaging with external stakeholders;
 - f) Panels: the permanent ECA Bodies focused on a specific subject matter and primarily engaging internally with other ECA Bodies, the Board, the Executive Committee or the ECA administration; and
 - g) task forces: any temporary, ad-hoc ECA Bodies focused on a specific subject matter and primarily engaging internally with other ECA Bodies, the Board, the Executive Committee or the ECA administration.



Article 10 – Travel and Accommodation Expenses

The ECA Reimbursement Policy will apply for travel and accommodation costs in relation to meetings of the ECA Bodies and Consultation Platforms.

II – WORKING GROUPS

Article 11 – Composition

Each Working Group shall be composed of:

- a) the Bureau of the relevant Workstream; and
- b) Up to, in principle, a further 20 members, which may include Board Members and representatives of Ordinary or Associated Clubs. The Board may also, at its discretion, appoint representatives of the ECA Network and independent individuals.

Article 12 – Purpose

¹ The overall mission of the Working Groups shall be to serve as a forum to share information, develop ideas, competences and know-how, to substantiate ECA arguments and positions.

² The nature of the Working Groups is technical. The Working Group members are familiar with the overall topic of the Working Group and use this knowledge to develop ideas and to share information.

³ The members of the Working Groups are requested to be active and practical experts in dealing with the issues on the table in the different domains.

⁴ The Working Groups support the Board, the Executive Committee and the ECA External Representatives.

Article 13 – Men’s Football Working Group

¹ The mission of this Working Group shall be to lead the management of ECA’s input into topics relating to men’s football including competitions, high performance and relations between clubs and national associations, through recommendations issued via the relevant UEFA and FIFA club football committees.

² The Working Group will particularly deal with:

- a) The format, access and regulations of the European men’s club competitions;
- b) The format of any other competition involving European men’s club and/or male players’ participation (i.e. FIFA Club World Cup, Olympic tournament);
- c) The men’s international calendar and its harmonization, including the men’s football collaboration charter;
- d) Generating ECA positions in respect of potential developments to the Laws of the Game

³ The objective of the Men’s Football Working Group is to share decisions on European men’s club football competitions and to support and advise the ECA members on the UEFA Club Competitions Committee.

Article 14 – Women’s Football Working Group

¹ The mission of this Working Group shall be to lead the management of ECA’s input into topics relating to women’s football including competitions, high performance and relations between clubs and national associations, through recommendations issued via the relevant UEFA and FIFA club football committees.

² The Working Group will particularly deal with:

- a) The format, access and regulations of the European women’s club competitions;
- b) The format of any other competition involving European women’s club and/or female players’ participation (i.e. FIFA Club World Cup, Olympic tournament);
- c) The women’s international calendar and its harmonization, including the women’s football collaboration charter;
- d) Generating ECA positions in respect of potential developments to the Laws of the Game as particularly relating to women’s football.

³ The objective of the Women's Football Working Group is to share decisions on European women's club football competitions and to support and advise the ECA members on the UEFA Club Competitions Committee and/or any equivalent UEFA body dealing with women's competition matters.

Article 15 – Youth Working Group

¹ The mission of this Working Group shall be to stimulate, develop and protect youth development of and within European club football.

² The Working Group will particularly deal with:

- a) Youth development and academies;
- b) Youth tournaments and competitions;
- c) Protection of minors and the first professional contract;
- d) International regulations having an impact on youth development;
- e) The youth football collaboration charter;
- f) Education programmes for young athletes;
- g) The promotion of the recommendations of the ECA Report on Youth academies.

³ The objective of the Youth Working Group is to safeguard and stimulate club investments on youth training and to emphasise the social function of youth education.

Article 16 – Commercial & Innovation Working Group

¹ The mission of this Working Group shall be to oversee club football marketing, communication and promotion, as well as to source and/or advise on commercial opportunities for ECA.

² The Working Group will particularly deal with:

- a) Marketing strategy of European competitions;
- b) Media, sponsorship and licensing opportunities together with any new media or other exploitable rights; and
- c) Identification, analysis and application to ECA's work of key commercial and innovation trends in football.

³ The objective of the Commercial & Innovation Working Group is to feed the UCC SA with information, analysis and recommendations that may then be developed and acted upon by the UCC SA within the remit of its competence, together with providing tangible commercial services to ECA Members and Network Clubs in the area of innovation, revenue generation and revenue protection.

Article 17 – Finance Working Group

¹ The mission of this Working Group shall be to address all issues related to club finance, to optimize resource allocation and club business management.

² The Working Group will particularly deal with:

- a) Club Licensing & Financial Sustainability;
- b) Club competitions revenue distribution;

- c) Participation of clubs in other benefits;
- d) Insurance programs for injuries relating to the release of players to their national teams;
- e) Control mechanisms.

³ The objective of the Finance Working Group is to ensure the sound development of club football business.

Article 18 – Legal & Regulatory Working Group

¹ The mission of this Working Group shall be to address all legal & regulatory issues impacting clubs, to protect the collective position of clubs in any UEFA or FIFA regulatory changes and to critically evaluate the impact of any major decisions from arbitral bodies or courts that may impact ECA Members.

² The Working Group will particularly deal with:

- a) FIFA RSTP matters;
- b) Agents matters;
- c) The impact of decisions of FIFA Football Tribunal or Court of Arbitration for Sport cases;
- d) UEFA disciplinary decisions and/or regulations; and
- e) Social dialogue and industrial relations.

³ The objective of the Legal & Regulatory Working Group is to ensure that clubs are informed, protected and advised appropriately in respect of any legal or regulatory issues that may impact the day-to-day operation of ECA Members.

Article 19 – Sustainability Working Group

¹ The mission of this Working Group shall be to positively influence the role of European football in respect of sustainability issues, particularly relating to the environment, whilst exploring opportunities for growth and change within ECA Members and the UEFA club competitions.

² The Working Group will particularly deal with:

- a) Initiatives relating to improving sustainability behaviours across the European football industry through collective engagement with UEFA, FIFA, leagues, national associations and all relevant other football stakeholders;
- b) Education and research opportunities to directly benefit and influence ECA Members in respect of their sustainability practices; and
- c) Policies, procedures and decision making within the ECA administration to ensure that it promotes sustainability objectives and practices in its daily operations.

³ The objective of the Sustainability Working Group is to catalyse change within the organization of European football matches, competitions and clubs to ensure that sustainability awareness is increased and impactful results obtained.

Article 20 – ECA Governance & Development Working Group

¹ The mission of this Working Group shall be to evaluate growth opportunities for ECA as an association and members organization and to ensure that ECA has the capabilities, resources and governance to optimize its impact on ECA Members through representation, engagement and

services.

² The Working Group will particularly deal with:

- a) The continual assessment and optimization of the governance and membership structures within the ECA to ensure that it fulfils its objectives of being fit for purpose as the sole representative body of European football clubs in Europe and globally.
- b) The strategic growth and development of the ECA administration in respect of its organization, operational structure and resourcing to properly deliver its objectives and appropriately service the ECA Members.

³ The objective of the ECA Governance & Development Working Group is to ensure that every ECA Cycle brings new developments in the organization and governance model to guarantee that ECA remains modern, sufficiently resourced in terms of financial and human capital and fit-for-purpose at all times.

III – ECA COMMITTEES

Article 21 – General

¹ The overall mission of the ECA Committees shall be to serve as a forum to represent the interests of ECA Members within bodies with a broad remit and which includes external stakeholder engagement.

III.1 – Social Dialogue Committee

Article 22 – Composition

The Social Dialogue Committee is composed of five members who are appointed by the Board.

Article 23 – Purpose

The overall purpose of the members of the Social Dialogue Committee shall be to ensure a close relationship between ECA and the European bodies and institutions (including the Commission), in particular with regards to the EU Social Dialogue. The members of the Social Dialogue Committee will keep the Board and the Executive Committee informed on all developments in the EU Social Dialogue and/or will take the position of the Board into account when dealing with Social Dialogue matters at EU level.

IV – PANELS

Article 24 – Panels - General

¹ The overall mission of the ECA Panels shall be to serve as a forum to bring together subject matter experts within a consultative body allowing ECA to be a catalyst for research, development and change in the interests of its Members within specialist subject areas.

IV.1 – Statutory Affairs Panel

Article 25 – Composition

¹ The Statutory Affairs Panel shall be composed of:

- a) Two Board Members;
- b) The Chair of the Legal Advisory Panel;
- c) One independent external person who shall not hold active office in any Member.

² No call for candidates needs to be issued prior to the appointment by the Board of the members of the Statutory Affairs Panel.

Article 26 – Purpose

¹ The Statutory Affairs Panel shall in particular be in charge of dealing with and analysing membership applications, issues of eligibility of Members and the interpretation and application of the ECA Statutes.

² The Statutory Affairs Panel may conduct inquiries on disciplinary matters referred to it by the Board. The Statutory Affairs Panel shall report directly to the Board on its findings and analysis and may issue recommendations to the Board in respect thereof.

³ The Statutory Affairs Panel may analyse issues relating to Conflicts of Interests which are referred to it by the ECA CEO. The Statutory Affairs Panel shall report directly to the ECA CEO on its findings and analysis and may make recommendations to the ECA CEO in respect thereof.

⁴ The Statutory Affairs Panel has the authority to organise its work as it deems fit and to request evidence and/or further information where appropriate.

⁵ Recommendations of the Statutory Affairs Panel are not binding.

IV.2 – Financial Sustainability Panel

Article 27 – Composition

¹ The Financial Sustainability Panel shall be composed of:

- a) The Chair and Vice-Chair of the Finance Working Group; and
- b) Between, in principle, 10 and 15 members.

² No call for candidates needs to be issued prior to the appointment by the Board of the members of the Financial Sustainability Panel.

Article 28 – Purpose

¹ The overall mission of the Financial Sustainability Panel shall be to work together with UEFA in order to further elaborate, implement and assess the UEFA Club Licensing and Financial Sustainability Regulations.

² The Financial Sustainability Panel shall act as the link between Members, Board Members and UEFA in particular with regards to the clubs' feedback on the relevant UEFA Club Licensing and Financial Sustainability Regulations and the Regulations governing the procedure of the Club Financial Control Body.

IV.3 – Legal Advisory Panel (LAP)

Article 29 – Composition

¹ The Legal Advisory Panel (LAP) shall be composed of:

- a) A Chair;
- b) A Vice-Chair;
- c) Individuals who hold an active office with a Member and who are also holding a position within the FIFA Football Tribunal and/or the UEFA Organs for the Administration of Justice and/or are arbitrators registered on the football list of the Court of Arbitration for Sport;
- d) Between, in principle, 15 and 20 sports legal experts.

Article 30 – Purpose

¹ The mission of the LAP is to join legal forces within ECA by bringing together the legal expertise from the Members. The LAP may provide expert legal advice on all matters in which ECA is involved, notably in relation to consultation regarding football regulatory frameworks, develop best practices for Members, assist Members with legal advice, support or opinions, together with serving as a pool of mediators within the framework of the ECA Mediation service.

² The nature of the LAP is technical. The LAP members are familiar with the overall topic of the Panel and use this knowledge to develop ideas and to share information.

³ The LAP members shall share expertise and knowledge and shall act as a mediator for the ECA Mediation Services with the aim of finding amicable solutions to financial disputes between ECA Members, whilst respecting the principles of objectivity and discretion.

IV.4 – Club Rights Panel

Article 31 – Composition

¹ The Club Rights Panel shall be composed of:

- a) The Chair and Vice-Chair of the Commercial & Innovation Working Group; and
- b) Between 4-6 commercial experts.

Article 32 – Purpose

¹ The overall mission of the Club Rights Panel shall be to work together with UEFA and UCC SA to optimize the balance between centralization of club rights for the UEFA club competitions within collective selling arrangements as governed by the regulations of the competitions and the retention of club rights for the protection of club commercial programme value unrelated to the UEFA club competitions.

IV.5 – Finance, Remuneration & Audit Panel

Article 33 – Composition

¹ The Finance, Remuneration & Audit Panel is composed of three members who are appointed by the Board.

² No call for candidates needs to be issued prior to the appointment by the Board of the members of the Finance, Remuneration & Audit Panel.

Article 34 – Purpose

The objective of the Finance, Remuneration & Audit Panel shall be to develop and oversee a strategic approach to all financial elements of the ECA Administration and its respective implementation, notably for the purposes of driving performance and adherence to all applicable rules, laws and regulations.

IV.6 – Football Panel

Article 35 – Composition

The Football Panel is composed of, in principle, 15-20 individuals including:

- a) Former players and coaches, representing both the men’s and women’s game, who have a position within a member; and
- b) Other former players and coaches as appointed by the Board.

Article 36 – Purpose

The objective of the Football Panel shall be to develop ECA positions and proposals related to Football matters, including International match Calendar, competitions, the Laws of the Game and the use of technology in Football.

IV.7 – Medical & Performance Panel

Article 37 – Composition

The Medical & Performance Panel is composed of:

- a) A Chair;
- b) A Vice-Chair;
- c) In principle, 8-10 members, specialised in either medical, sports science and/or performance matters; and
- d) Independent experts as appointed by the Board.

Article 38 – Purpose

The objective of the Medical & Performance Panel shall be to set an ECA medical and performance research strategy and prioritise projects accordingly, in cooperation with the men’s and women’s high performance task forces.

IV.8 – Education Advisory Panel

Article 39 – Composition

¹ The Education Advisory Panel is composed of:

- a) A Chair;
- b) A Vice-Chair; and
- c) In principle, 8-10 individuals with expertise relating to creating, developing, implementing and evaluating education programmes and personal development projects; and
- d) Independent experts as appointed by the Board.

Article 40 – Purpose

The objective of the Education Advisory Panel shall be to create, organize and continually develop innovative and impactful education programmes targeted at helping ECA Members improve their capabilities and develop new talent to improve European club football.

IV.9 – Equity, Diversity & Inclusion Panel

Article 41 – Composition

The Equity, Diversity & Inclusion Panel is composed of:

- a) A Chair;
- b) A Vice-Chair; and
- c) In principle, 8-10 individuals with expertise in developing strategies and implementing programmes for improving ED&I within sporting organisations.

Article 42 – Purpose

The objective of the Equity, Diversity & Inclusion Panel shall be to ensure that ECA is fit for purpose in respect of achieving its ED&I statutory objectives, together with developing new talent in underrepresented areas and facilitating the adherence by ECA to any ED&I-related targets set by the Board.

IV.10 – Membership Services Panel

Article 43 – Composition

The Membership Services Panel is composed of:

- a) A Chair;
- b) A Vice-Chair; and
- c) In principle, 8-10 members covering a wide variety of areas of expertise relating to developing and delivering club services.

Article 44 – Purpose

The objective of the Membership Panel shall be to shape and design the services that ECA will provide to its members in accordance with a strategic plan and also to oversee its implementation.

I – Platform for Executives’ Consultation (PEC)

Article 45 – Purpose

¹ The PEC shall serve as a platform to enhance communication and consultation between the Members and the Board on both general and specific topics relevant to and affecting European club football.

² The PEC meetings aim at stimulating Members to directly express their opinion, wishes and concerns and enhance involvement of the Members in the ECA decision-making process.

³ Each PEC meeting shall be attended by at least one Board Member, who may subsequently report the outcome of the meeting to the Board if and to the extent it is necessary and appropriate.

⁴ For urgent matters, PEC meetings may be convened via an electronic platform.

Article 46 – Composition

¹ The composition of ECA PEC meetings is not fixed and the representatives from Members shall be invited for each meeting on a case by case basis. The composition of each PEC meeting shall be based on size, region, specific needs and interests or a combination of these.

² Participation in the PEC meetings is reserved for senior club representatives of the Members.

II – Appointments by the Board in the appropriate football bodies

Article 47 – Scope

¹ Pursuant to the ECA Statutes, the Board shall appoint the ECA External Representatives, in particular, in the appropriate bodies established within FIFA, UEFA, IFAB and UCC SA.

² Ordinary Members shall have the right to propose candidates for any appropriate body within FIFA, UEFA and IFAB, in particular for the FIFA FSC and the UEFA CCC, where and if applicable as per the ECA Statutes, these ECA Organisational Regulations or if so decided by the Board.

³ Where applicable, the Board shall appoint the ECA External Representatives following a call for candidates issued by the ECA CEO. Candidates shall be proposed to the CEO in writing by the date set by the CEO in the call for candidates, which, in principle, cannot be later than 14 days before the date of the meeting during which the Board will make such appointments.

⁴ The Board will appoint the ECA External Representatives based on an objective assessment of all candidates and taking into account the conditions set forth in the ECA Statutes, in these ECA Organisational Regulations and in any applicable regulations of the body of the organisation at stake. The Board is not bound to appoint an individual proposed by a Member.

II.1 – UEFA Club Competitions Committee

Article 48 – Appointment of ECA representatives

¹ The UEFA CCC shall be composed as provided under the UEFA rules and regulations, as well as any agreement between UEFA and ECA (e.g. the Memorandum of Understanding) and the ECA representatives to the UEFA CCC shall be appointed by the Board in accordance with said regulations and agreement.

² All members on the UEFA CCC shall, in principle, be individual club representatives from an Ordinary Member or a representative of the ECA administration and shall meet the applicable eligibility criteria enshrined in the ECA Statutes.

³ The overall composition of the UEFA CCC shall include (i) at least two representatives of each ECA subdivision and (ii) an appropriate number of representatives from clubs satisfying the women's football criteria for Ordinary Membership (if the UEFA CCC has a remit to decide upon UEFA women's club competitions) and broadly reflect the proportionality ratio of the subdivisions on the Board.

II.2 – FIFA Football Stakeholders Committee

Article 49 – Composition & appointment of ECA representatives

¹ The FIFA FSC shall be composed as provided for under the FIFA rules and regulations as well as any agreement between FIFA and ECA (e.g. the Memorandum of Understanding) and the ECA representatives to the FIFA FSC shall be appointed by the Board in accordance with said regulations and agreement.

² Furthermore, the ECA representatives to the FIFA FSC shall be appointed according to the following principles:

- a) All ECA External Representatives on the FIFA FSC shall, in principle, be individual club representatives from an Ordinary Member or a representative of the ECA administration;
- b) The ECA External Representative shall need to fulfil the eligibility requirements stipulated in the FIFA Statutes and FIFA Governance Regulations and/or otherwise set by FIFA.

³ No call for candidates needs to be issued before the appointment by the Board of the ECA representatives in the FIFA FSC.

II.3 – UEFA Club Competitions SA

Article 50 – Composition & appointment of ECA representatives

¹ The UCC SA shall be composed as provided for under its Statutes, Organisational Regulations and Shareholders' Agreement.

² The Board shall appoint five representatives to the Board of Administration of UCC SA in accordance with the rules set out in Articles 20 and 22 of the ECA Statutes. In addition, the Chair of the Board shall be automatically appointed to the Board of Administration of UCC SA.

³ Other appointments of ECA External Representatives to the corporate bodies of UCC SA (if any) shall be made by the Board in accordance with the rules set out in the ECA Statutes and in the UCC SA Statutes, Organisation Regulations and Shareholders' Agreement.

³ No call for candidates needs to be issued before the appointment by the Board of the ECA representatives in the UCC SA.

⁴ The ECA Representatives in the UCC SA shall keep the Board informed on all developments in UCC SA and will take into account the position of the Board in performing their tasks in UCC SA.

III – Final Provisions

Article 51 – Authoritative text

In the event this document would be translated into a different language, the English version will prevail.

Article 52 – Adoption, entry into force, abrogation and modification

¹ These Organisational Regulations were originally adopted by the Board at its meeting on 4 December 2008 in Milan.

² They were subsequently amended by the Board at its meeting on 19 March 2013 in Milan, at its meeting on 2 October 2017 in Munich, at its meeting on 29 July 2019 in Nyon, at its meeting on 10 June 2023 in Istanbul, and at its meeting on 10 August 2023, this pursuant to the powers installed on the Board in Article 24 letters l) and m) of the ECA Statutes.

³ They come into force on 10 August 2023.

B. PROCEDURE FOR ELECTION OF AND WITHIN THE BOARD

¹ Pursuant to article 24 letter l) of the ECA Statutes, the Board has adopted the Procedure for Election of and within the ECA Board.

² During the first General Assembly of each ECA Cycle, members of the new ECA Board will be elected. The term of office is set out in article 25 of the ECA Statutes with the possibility of renewal.

³ Candidates for elections by the General Assembly shall be proposed by Ordinary Members to the ECA CEO in writing by the date set by the ECA CEO on the call for candidates which, in principle, will not be later than 14 days before the date set for the elections. The list of candidates as well as all necessary information on the election procedure will be forwarded to all Ordinary Members concerned.

⁴ Elections shall be held by secret ballot (via ballot papers, electronic votes or as otherwise directed by the Board). Votes by proxy shall be permitted if they fulfil the following cumulative requirements. The proxy must be sent directly to the ECA Administration by the Ordinary Member who cannot be present at the GA and this at minimum one hour prior to the start of the actual elections. The proxy must be on the official club letterhead, shall be signed by a legal representative of the Ordinary Member, accompanied with the relevant Power of Attorney of that legal representative, and shall be sent directly to the ECA Administration by official means. Proxies that according to the ECA Administration do not meet the cumulative prerequisites above will be held invalid.

⁵ Votes by letter shall not be permitted, unless otherwise decided by the Board.

⁶ For the purposes of the elections, Ordinary Members shall be divided into five groups corresponding to the groups as set out below:

Clubs Satisfying Men's Criteria for Ordinary Membership		
Subdivision	Men's Association Coefficient	No. of Board members
1	1-6	12 less the number of Board Members from Subdivision 1 already appointed or elected to the ECA Board pursuant to articles 20.1 c) and d) of the ECA Statutes
2	7-15	6 less the number of Board Members from Subdivision 2 already appointed or elected to the ECA Board pursuant to articles 20.1 c) and d) of the ECA Statutes
3	16-28	4 less the number of Board Members from Subdivision 3 already appointed or elected to the ECA Board pursuant to articles 20.1 c) and d) of the ECA Statutes
4	29-and below	2 less the number of Board Members from Subdivision 4 already appointed or elected to the ECA Board pursuant to articles 20.1 c) and d) of the ECA Statutes

Clubs Satisfying Women's Criteria for Ordinary Membership		
Subdivision	Women's Association Coefficient	No. of Board members
Women's	Any	2

Each group shall elect the number of Board Members attributed to its subdivision. The Ordinary Members can vote for as many candidates as there are seats available in the subgroup, in compliance with the Statutes (notably, the relevant eligibility provisions) and this Procedure. To ensure that the Statutory requirements are met, elections in Subdivision 1 and Women's may be split into separate phases. A vote is null and void if more boxes than available seats are ticked.

⁷ Two neutral scrutinisers per subgroup will be appointed, who will, in principle, consist of one person from the ECA Administration and one club representative who is not a candidate. The scrutinisers will ensure that the election procedures in their subgroup are respected. Once all Ordinary Members present or represented in the subgroup have voted, the scrutinisers will confirm the final vote count.

⁸ Each candidate will have the opportunity to present his/her candidature to its subdivision. In principle, two minutes maximum are allowed per candidate. However, the scrutinsier is allowed to shorten or increase this period in case of a high/low number of candidates. A presentation of the candidature in writing is also possible.

⁹ The elections within each group shall be by simple majority of the group Ordinary Members present or represented (abstentions will not be counted), subject to the follow requirements:

- In respect of the elections for Subdivision 1, there must be one candidate elected from each country comprising Subdivision 1. Therefore, once all votes are counted, the most voted candidate from each country will be elected, irrespective of their ultimate total number of votes or ranking. After an initial election covering six seats (to ensure that one candidate is elected from each country in Subdivision 1) a final election shall occur involving all remaining candidates for the remaining available seat(s) and the highest ranked candidate(s) from any country shall be elected.
- In respect of the elections for Subdivisions 2, 3 and 4, the candidate(s) with the highest number of votes shall be elected, subject to there being only one elected member per country. In case there is more than one candidate from the same country among the most voted candidates, only the most voted one will be elected and the vacancy shall be allocated to the next most voted candidate who has not yet been elected and who belongs to a country without an elected member.
- In respect of the elections for the Women's Board Member seats, first, the most voted candidate shall be elected irrespective of their gender or the country that their Ordinary Member is from. Thereafter:
 - If the candidate already elected is a male and from a top 4 country, the next most voted female candidate from any country shall be elected;
 - If the candidate already elected is a male and from a non-top 4 country, the next most voted female candidate from a top 4 country shall be elected;
 - If the candidate already elected is a female and from a top 4 country, the next most

voted candidate (male or female) from any country shall be elected;

- If the candidate already elected is a female and from a non-top 4 country, the next most voted candidate (male or female) from a top 4 country shall be elected.

¹⁰ Subject to paragraph 11 below, there will be only one ballot.

¹¹ In the event of a tie among two or more candidates for one or more seats after the first ballot, a second ballot will be held amongst those candidates who obtained the ex-aequo highest number of votes during the first ballot. At this second ballot, according to the number of seats that remained available, candidate/s is/are elected that receive the most valid votes. After the second ballot, in the event of a tie among two or more candidates for the remaining seat/s, the Board will decide whether there will be further ballots until all remaining seats have been designated, or there will be a drawing of lots.

¹² In the event that any Board seat available for election is, for whatever reason (including due to there being no eligible candidates), not filled pursuant to the process outlined above, the Board will decide, at its entire discretion, whether (i) to issue an immediate call for candidates for election in respect of the available seat at that same General Assembly; or (ii) postpone the relevant election to a later date; or (iii) occupy that available slot by means of an appointment.

¹³ Following the procedure for election of the Board, all Board Members shall be given the opportunity to express their interest and candidature to the ECA CEO prior to and in relation to the elections as per the following paragraph.

¹⁴ The newly elected Board elects from among its members:

- a) A Chair, who shall act as Chair of ECA and who represents one of the clubs belonging to the first subdivision in the table above;
- b) A first, a second, a third and a fourth Vice-Chair, each of whom shall represent one of the clubs belonging either to the second, third or fourth subdivision; and
- c) A fifth Vice-Chair who shall represent one of the clubs who obtained Ordinary Membership via the Women's criteria.

¹⁵ Each eligible candidate will have the opportunity to present their candidature. In principle two minutes are allowed per eligible candidate.

¹⁶ The ECA CEO will act as scrutiniser and will appoint a second scrutinizer from amongst the Board Members who are not a candidate.

¹⁷ Each Board Member shall have one vote.

¹⁸ Votes shall be open (show of hands) unless at least half of the Board Members present requests a secret ballot.

¹⁹ Elections within the Board shall be adopted by simple majority and the candidate(s) with the highest number of votes shall be elected.

²⁰ In the event of a tie among two or more candidates for one or more seats after the first vote, a second vote will be held amongst those candidates who obtained the ex-aequo highest number of votes during the first vote. At this second vote, according to the number of seats that remained available, the candidate/s is/are elected that receive(s) the most valid votes. After the second vote, in the event of a tie among two or more candidates for the remaining seat/s, the Board will decide

whether there will be further rounds of votes until all remaining seats have been designated, or there will be a drawing of lots.

²¹ In accordance with Article 22 para. 2 of the ECA Statutes, at the last Board meeting prior to the first General Assembly in a new ECA Cycle, the Board shall elect from among the Board Members, the two ECA representatives to the UEFA ExCo. Prior to the election, all Board Members shall be given the opportunity to express their interest and candidature following which the election of these two representatives shall follow the rules provided for in para. 15-20 of this Procedure.

C. PROCEDURE FOR ELECTION OF THE SUBDIVISION REPRESENTATIVES

¹ Pursuant to article 24 letter l) of the ECA Statutes, the Board has adopted the Procedure for Election of the Subdivision Representatives in the ECA Board.

² During the first General Assembly of each ECA Cycle, and following the elections of the Board, the Subdivision Representatives will be elected. The term of office is set out in article 44 of the ECA Statutes with the possibility of renewal.

³ Candidates for the election shall be proposed by any eligible Ordinary (clubs satisfying Articles 4.1 or 4.3 of the ECA Statutes) or Associated Members to the ECA CEO in writing by the date set by the ECO CEO in the call for candidates, which, in principle, will not be later than 14 days before the date set for the elections. The list of candidates, as well as all necessary information on the election procedure will be forwarded to all Ordinary and Associated Members.

⁴ Elections shall be held by secret ballot (via ballot papers, electronic votes or as otherwise directed by the Board).

Votes by proxy shall be permitted if they fulfil the following cumulative requirements. The proxy must be sent directly to the ECA Administration by the Member who cannot be present at the GA and this at minimum one hour prior to the start of the actual elections. The proxy must be on the official club letterhead, shall be signed by a legal representative of the Member, accompanied with the relevant Power of Attorney of that legal representative, and shall be sent directly to the ECA Administration by official means. Proxies that according to the ECA Administration do not meet the cumulative prerequisites above will be held invalid.

⁵ Votes by letter shall not be permitted, unless otherwise decided by the Board.

⁶ Both Ordinary and Associated Members are entitled to vote and shall be divided into four groups corresponding to the men’s subdivisions as set out below:

Men’s Association ranking position	ECA Subdivision
1-6	1
7-15	2
16-28	3
29 and below	4

Each group shall elect 1 (one) Subdivision Representative attributed to its subdivision. The Members can only vote for one candidate. A vote is null and void if more than one box is ticked.

⁷ Two neutral scrutinisers per group will be appointed, who will, in principle, consist of one person from the ECA administration and one club representative who is not a candidate. The scrutinisers will ensure that the election procedures in their group are respected. Once all present Members in the group voted, the scrutinisers will confirm the final vote count.

⁸ Each candidate will have the opportunity to present their candidature to their subdivision. In

principle, two minutes maximum are allowed per candidate. However, the scrutiniser is allowed to shorten or increase this period in case of a high/low number of candidates. A presentation of the candidature in writing is also possible.

⁹ The elections within each subdivision shall be by simple majority of the Members present or represented (abstentions will not be counted). The candidate in each subdivision with the highest number of votes shall be elected.¹⁰ In the event of a tie among two or more candidates for the seat after the first ballot, a second ballot will be held amongst those candidates who obtained the ex-aequo highest number of votes during the first ballot. At this second ballot, the candidate is elected that receives the most valid votes. In the event of a tie among two or more candidates for the seat, the Board will decide whether there will be further ballots until the seat has been designated, or there will be a drawing of lots.

D. ECA MEMBERSHIP POLICY

Pursuant to article 24 letter l) of the ECA Statutes, the Board has adopted the current ECA Membership Policy. This document outlines the ECA membership policy on ECA Ordinary and Associated membership regarding those matters not explicitly provided for in the ECA Statutes.

1. General requirements for Membership

Clubs applying to become Member must agree to abide by the ECA Statutes and must not be in breach and/or have breached the ECA Statutes, including the objectives of ECA as established therein. Clubs applying to become Member must be organised in a professional manner and shall not be in significant financial problems.

It is further specified that the Board may refuse the application for membership of any club which (i) is under investigation for conduct which could and/or would have endangered the integrity and regularity of competitions and matches as well as the sporting values and principles on which European football is based; or (ii) whose membership of the organisation may otherwise undermine or disrupt the activities of ECA or the pursuance of its objectives.

2. Requirements for Associated Membership

The following clubs are eligible to become Associated Members:

- ECA Founding Members;
- Clubs playing in the top division of a UEFA association, which hold (at any moment in time during an ECA Cycle) two points based on the below scoring system:

Achievement	Points
Club was an Ordinary or Associated Member in the previous ECA Cycle	1
Club has qualified for a UEFA Club Competition (any stage, including all qualifying rounds) in the current season	1
Club has participated in a UEFA Club Competition (any stage, including all qualifying rounds) in any of the previous 4 UCC seasons	1
Club qualifies for the group stage of a UEFA Club Competition	2
Club has won a senior UEFA Club Competition at any time in the past (UCL / European Cup, UEL/UEFA Cup, UECL, Cup Winners Cup, UWCL)	2

All men's and women's UCCs are relevant for the above criteria, including any new competitions introduced during an ECA Cycle.

Clubs accumulate points from the start of an ECA Cycle and shall not lose any points obtained until the ECA Cycle is completed (i.e. a club's points shall only ever increase during an ECA Cycle). At the moment of obtaining two points (whilst being in the top division of a UEFA association), a club satisfies the eligibility criteria under the above system to become an Associated Member. A club holding two points whilst not being in the top division shall become eligible to be an Associated Member immediately upon their return to the top division.

3. Requirements to join the ECA Network

Any clubs exhibiting European ambition may request to join the ECA Network. In addition, any club that loses Ordinary or Associated Membership during an ECA Cycle by virtue of being relegated from the top division of a UEFA association, may be granted the right to join the ECA Network.

4. Transition of Membership from cycle to cycle

During its last meeting of the ECA Cycle, the Board shall decide on the number and identity of clubs eligible for ECA membership in accordance with the Statutes and this Membership Policy. The Board may consult the Statutory Affairs Panel for this purpose.

Each club will be informed by the ECA Administration about their membership status during the next ECA Cycle.

The following rules will be taken into account for renewal and transition of membership:

- The membership of Members which are eligible to remain as Members in the next cycle shall, in principle, be extended automatically and their membership category confirmed (whether this is changing or not) in writing;
- Members which are no longer eligible to remain as Members in the next cycle shall, in principle, be automatically offered a place within the ECA Network.

In any of the above cases, membership may nonetheless be refused for the next ECA Cycle if the concerned Member does not fulfil the conditions provided for under the ECA Statutes and this ECA Membership Policy to be an Ordinary or an Associated Member (as applicable) and/or has failed to comply with its obligations under the ECA Statutes or acted contrary ECA's objectives as established in the ECA Statutes.

Members may be required to re-sign the application form if deemed appropriate by the Board.

5. Admission of New Members

If it appears that a club is eligible for ECA Ordinary Membership in accordance with the Statutes, but is not yet an ECA Member, the ECA Administration shall invite this club to apply for Ordinary Membership. This application shall be decided, in principle, at the last meeting of the Board of the ECA Cycle. The only exceptions to this rule are:

- a) where a non-member club wins its 5th UCC trophy during a cycle (In such circumstances the club would be admitted as an Ordinary Member at the next Board meeting); and
- b) where a replacement Ordinary Member(s) is required under Article 5bis of the ECA Statutes.

If it appears that a club is eligible for ECA Associated Membership in accordance with the Statutes, but is not yet an ECA Member, the ECA Administration shall invite this club to apply for associated membership. This application shall be decided at any Board or Executive Committee meeting during the ECA Cycle.

6. ECA Statutory Affairs Panel

With reference to article 25 of the ECA Organisational Regulations, the Statutory Affairs Panel may assess applications for ECA Membership and deal with issues related to the ECA Membership. The Board will decide on any recommendations made by the Statutory Affairs Panel.

Any situation not foreseen in the ECA Statutes or in this Membership Policy and/or any discrepancy between the ECA Statutes and this Membership Policy shall be treated by the Statutory Affairs Panel on a case-by-case basis.



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