



ECA STATUTES & ORGANISATIONAL REGULATIONS

//// EDITION 2013 //



ECA
EUROPEAN CLUB ASSOCIATION



LEADING
THE WAY FOR FOOTBALL
CLUBS
IN EUROPE



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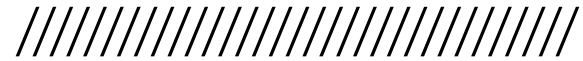
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ECA STATUTES



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

- **Board Member:** individual who is a member of the ECA Executive Board.
- **ECA:** European Club Association.
- **ECA Cycle:** as defined under Article 3.
- **FIFA:** Fédération Internationale de Football Association.
- **Member:** ECA Ordinary or Associated Member.
- **UEFA:** Union of European Football Associations.
- **UEFA PFSC:** UEFA Professional Football Strategy Council.
- **UEFA CCC:** UEFA Club Competitions Committee.

In these Statutes, the use of the masculine form refers equally to the feminine.



I – GENERAL PROVISIONS

Article 1 – Legal Form and Seat

- ¹ ECA is an association of European Football clubs constituted in accordance with Articles 60 et seq. of the Swiss Civil Code.
- ² ECA has its seat in Nyon, Switzerland.

Article 2 – Objectives

The objectives of ECA are:

- a) To safeguard and promote the interests of European club football in particular, and club football in general;
- b) To be recognised by UEFA as the sole body representing the interests of clubs at European level;
- c) To represent the interests of the clubs as employers in Europe, including in the social dialogue process, and to act as a social partner where appropriate;
- d) To contribute to the healthy development of European club competitions organised by UEFA, by taking part in the relevant decision making process;
- e) To provide input as regards to the international match calendar;
- f) To contribute to the good governance of European and worldwide football, in particular by participating in the appropriate bodies established within UEFA and FIFA;
- g) To foster the exchange of information and expertise between UEFA and the clubs;
- h) To cooperate, as well as foster the exchange of information and expertise, with all football clubs in Europe and around the world;
- i) To support and uphold the integrity and regularity of competitions and matches as well as the sporting values and principles on which European football is based;
- j) Generally to ensure cooperation between the clubs and UEFA in matters related to European club football;
- k) For the attainment of the above objectives, to maintain contacts, cooperation and negotiations with any football related organisations, or with any relevant public and private institutions, including in particular with the relevant social partners, as well as with non-member football clubs; and
- l) To do all other things to further the objectives of the association or as may be deemed incidental or conducive to the attainment of such objectives.

II – MEMBERSHIP

Article 3 – Membership

- ¹ ECA membership is open to male football clubs affiliated to a UEFA member association.
- ² The Membership Panel of ECA consists of Ordinary Members and Associated Members.
- ³ Ordinary and Associated Membership is, in principle, granted per ECA Cycle. The ECA Cycle lasts for two sporting seasons and shall run, as of July 2013, until the end of June the next odd year and so on (hereinafter, 'the ECA Cycle')

Article 4 – Ordinary Members

- ¹ All Ordinary Members shall be from the top men's divisions of the UEFA member associations. ECA shall, in principle, be composed of 105 Ordinary Members. The precise number of clubs from each member association is established at the beginning of every ECA Cycle, on the basis of the then current UEFA ranking position of its member associations according to the following principle:

ASSOCIATION RANKING POSITION	NUMBER OF CLUBS
1 – 3	5
4 – 6	4
7 – 15	3
16 – 28	2
29 – 53	1

- ² The identity of the clubs eligible for ECA Ordinary Membership is established according to their UEFA individual coefficient ranking. If two clubs from the same member association have the same coefficient, the club that has qualified for a UEFA competition shall take precedence. Should both (or neither) have qualified for a UEFA competition, the one that finished the previous domestic championship in the better position shall take precedence.
- ³ Clubs which are not eligible for Ordinary Membership:
 - a) Clubs not participating in the top division of a UEFA member association; or
 - b) Clubs prevented from participating in a UEFA competition as per a decision in force.
- ⁴ As a mark of recognition of their sporting merit, those clubs which have won at least five UEFA club competition trophies (UEFA Champions League, UEFA Cup, UEFA Europa League or UEFA Cup Winners' Cup) shall be entitled to Ordinary Membership even if they would not qualify as Ordinary Members on the basis of the principles and according to the rules set out above. In such a case, the number of Ordinary Members shall be increased accordingly.

Article 5 – Rights of the Ordinary Members

The Ordinary Members shall have the following rights:

- a) To participate in the activities of ECA;
- b) To take advantage of the opportunities and benefits that ECA may obtain;
- c) To make suggestions to the Executive Board to improve the implementation of the objectives of ECA;
- d) To attend the meetings of the General Assembly, with the right to speak and to vote;
- e) To propose candidates for the Executive Board, including the UEFA PFSC and UEFA CCC, where applicable;
- f) To be informed of the state of the accounts of ECA;
- g) To be informed of the decisions adopted by the General Assembly and by the Executive Board; and
- h) To be regularly informed of the activities of ECA.

Article 5bis – Loss of Ordinary Membership

¹ If, in the course of the ECA Cycle, an Ordinary Member:

- a) Stops participating in the top division of a UEFA member association;
- b) Is prevented from participating in a UEFA club competition as per a decision in force;
- c) Is taken out of a UEFA club competition during the course of a season as per a decision in force;
- d) Is expelled from ECA;
- e) Is suspended as per Article 9; or
- f) Withdraws from ECA,

such club will lose its eligibility as an Ordinary Member and will be replaced by the next best club from the same member association that fulfils the necessary requirements. However, if the loss of Ordinary Membership concerns a club that has been admitted to membership for having won five UEFA club competition trophies, that club will not be replaced.

² If a club ceases to be an Ordinary Member according to this Article, such club will not regain eligibility as an Ordinary Member before expiration of the ECA Cycle, even if the reasons for the loss of Ordinary Membership cease to exist before such term.

³ A club, which ceases to be an Ordinary Member, may apply to become an Associated Member, provided it is eligible as Associated Member and fulfils certain requirements set out in the Statutes and in the Membership Policy.

Article 6 – Associated Members

- ¹ ECA Founding Members and clubs in the top men's division of a UEFA member association which fulfil the requirements set out in the Membership Policy, but which do not qualify as Ordinary Members can apply for membership as an Associated Member.
- ² Membership as an Associated Member is acquired by acceptance by the ECA Executive Board of the submission lodged by a candidate club.
- ³ Associated Membership is granted per ECA Cycle. Associated Membership can be renewed for successive ECA Cycles upon request to, and approval of, the ECA Executive Board.

Article 7 – Rights of the Associated Members

The Associated Members shall have the following rights:

- a) To participate in the activities of ECA;
- b) To take advantage of the opportunities and benefits that ECA may obtain;
- c) To make suggestions to the Executive Board to improve the implementation of the objectives of ECA;
- d) To attend the meetings of the General Assembly as observers;
- e) To be informed of the state of the accounts of ECA;
- f) To be informed of the decisions adopted by the General Assembly and the Executive Board; and
- g) To be regularly informed of the activities of ECA.

Article 8 – Obligations of the Members

The Members shall have the following obligations:

- a) Not to be a party to, or a member of, any other association, organisation or grouping involving clubs from more than one UEFA member association, with the exception of football club associations recognised by FIFA and/or the respective confederation;
- b) To pay the annual membership fees;
- c) To notify the General Secretary of their address and their appointed representatives;
- d) To comply with these Statutes, and in particular with the Objectives and Undertakings set out in Article 2 of the Statutes;
- e) To comply with any regulation and/or decision taken by the General Assembly and/or the Executive Board, and in particular with the 2012 Memorandum of Understanding between ECA and UEFA;

- f) To actively contribute to the work of ECA in furtherance of its objectives;
- g) To reflect and promote consistently, in particular in all relevant fora, the positions adopted by ECA;
- h) To act in good faith at all times towards ECA and other Members thereof; and
- i) To conduct ECA Mediation in good faith if a dispute of financial nature would arise with another Member.

Article 9 – Suspension of Membership

- ¹ A Member may be suspended by the General Assembly if it breaches these Statutes, a decision or regulation made pursuant to them or its obligations under these Statutes.
- ² The decision of suspension shall be taken by the General Assembly by simple majority of the Ordinary Members present and shall specify the duration of the suspension imposed on the Member.
- ³ The Executive Board may suspend a Member at any time with immediate effect for the reasons specified above. In such case, the decision issued by the Executive Board shall stay in full force and effect until the next General Assembly, unless it expires before.
- ⁴ Notwithstanding the foregoing, a Member may renounce to its right to have the General Assembly deciding on its suspension by irrevocably accepting a decision of suspension imposed on him by the Executive Board.
- ⁵ A suspended Member shall lose its membership rights for the duration of the suspension.

Article 10 – Termination of Membership

- ¹ A Member may withdraw its membership of ECA by giving formal notice in writing to the Executive Board.
- ² A Member may be expelled from ECA if it:
 - a) Fails to settle its financial obligations to ECA;
 - b) Breaches seriously these Statutes or any regulation or decision made pursuant to them; or
 - c) Fails to attend two consecutive meetings of the General Assembly.

III – ORGANS

Article 11 – Organs

The Organs, through which ECA may act, shall be:

- a) The General Assembly; and
- b) The Executive Board.

III 1. General Assembly

Article 12 – Composition

- ¹ The General Assembly is the supreme body of ECA and shall consist of every Member of ECA.
- ² Each Member shall appoint one representative to attend the General Assembly.
- ³ The Board Members and the General Secretary participate in the meetings of the General Assembly without voting rights, except when appointed as representative of an Ordinary Member at the General Assembly.
- ⁴ The Chairman may invite interested third parties to attend meetings.

Article 13 – Powers

The General Assembly has the following powers:

- a) To modify these Statutes;
- b) To hold elections in accordance with the rules set out in Article 20;
- c) To approve the annual membership fees and the yearly budget proposed by the Executive Board;
- d) To approve the accounts;
- e) To appoint an independent auditor;
- f) To discharge any Board Member;
- g) To suspend or expel any Member from ECA upon a proposal of the Executive Board;
- h) To dissolve ECA; and
- i) To revoke a Board Member or the Executive Board for all cases where highly important reasons are given.

Article 14 – Meetings

- 1 The General Assembly shall be chaired by the ECA Chairman.
- 2 Ordinary meetings of the General Assembly shall be held, in principle, twice a year at a time decided by the Executive Board.
- 3 Extraordinary meetings of the General Assembly may be held if requested by at least 20 percent of the Members.
- 4 ECA Members shall be notified at least 20 days in advance of any meeting of the General Assembly. The General Secretary will notify Members of all items on the agenda together with the date and place of the meeting. Any Ordinary Member may, within five calendar days of receiving such notification, request additional items to be placed on the agenda. Such request must be supported by at least 10 percent of the Ordinary Members. The General Secretary shall notify Members of the final agenda, including all additional items, within at least five further calendar days in advance of any meeting of the General Assembly.
- 5 There may also be informal meetings of the members of the subdivision groups set out in Article 18, so each subdivision group may submit proposals to the Executive Board or the ECA General Assembly.

Article 15 – Quorum

- 1 The General Assembly shall be validly convened if the number of attendees represents at least two thirds of the Ordinary Members, including at least eight clubs represented on the Executive Board.
- 2 Decisions of the General Assembly shall be adopted by simple majority of the Ordinary Members present, except for any decision to transfer the seat of ECA, to amend the Statutes of ECA, to dissolve ECA, to expel a Member from ECA or to revoke a Board Member or the Executive Board, which must be adopted by 70 percent of the Ordinary Members present, and except for the election of the Board Members, which shall be held in accordance with the rules set out in Article 20 and following.

Article 16 – Voting Rights and Procedures

- 1 Each Ordinary Member shall have one vote, which shall be exercised on its behalf by its appointed representative.
- 2 Votes by proxy shall be permitted; votes by letter shall not be permitted.
- 3 Votes shall be open (i.e. ‘show of hands’), unless at least one third of the Ordinary Members present request a secret ballot.
- 4 Elections shall be held by secret ballot.

Article 17 – Minutes

- 1 Minutes of the General Assembly shall be sent to all Members within 30 days of the meeting.
- 2 Minutes shall be signed by the Chairman and the General Secretary.

III 2. Executive Board

Article 18 – Composition

- 1 The Executive Board is the executive body of ECA and shall be composed of 11 members elected by the General Assembly, plus the four representatives appointed by the Executive Board to the UEFA PFSC. These four members will be appointed, in principle, at the last Executive Board meeting prior to the end of the ECA Cycle. Three of these four representatives must represent clubs belonging to the first subdivision.
- 2 The Board Members who are not members of the UEFA PFSC are elected on the basis of the ranking position of the UEFA member associations, subdivided as follows:

SUBDIVISION	ASSOCIATION RANKING POSITION	NO. OF CLUBS	NO. OF BOARD MEMBERS
1	1 – 6	27	5
2	7 – 15	27	3
3	16 – 28	26	2
4	29 – 53	25	1

- 3 Candidates shall be proposed by Ordinary Members to the General Secretary in writing at least one month before the date set for the elections.

Article 19 – Eligibility Requirements

- 1 All Board Members must be independent and must hold active office with an Ordinary Member for the entire period of their term of office. All Board Members must be from different Ordinary Members.
- 2 ‘Independent’ means that a Board Member cannot hold a position with any third party which is of such nature that it compromises a Board Member’s independence and/or constitutes a possible conflict of interest. Any circumstances which might be of such nature, as to compromise a Board Member’s independence, or which might constitute a conflict of interest, must be disclosed to the ECA General Secretary.
- 3 ‘Active office’ is a position whereby a Board Member is actively involved in the day-to-day management of an Ordinary Member and/or holds an executive position in that club, in particular positions such as a member of the board.

Article 20 – Elections

- ¹ The election procedure of the Executive Board is governed by the Procedure for Election of the Executive Board.
- ² Elections may only be conducted at a General Assembly according to the following rules:
 - a) ECA Members shall be divided into four groups corresponding to the subdivisions as set out above;
 - b) Each group shall elect the number of Board Members attributed to its subdivision;
 - c) The elections within each group shall be by simple majority of the group Members present; and
 - d) The results of the elections shall be communicated by the General Secretary to the General Assembly at the end of the voting procedure.
- ³ The Executive Board appoints from among its Members:
 - a) A Chairman, who shall act as ECA Chairman and who represents one of the clubs belonging to the first subdivision as shown in the table in Article 18; and
 - b) A first, a second and a third Vice-Chairman.

Article 21 – Obligations of Board Members

Board Members shall:

- a) Be present at the meetings of the Executive Board with a minimum presence of 50 percent of the meetings per sporting season of the ECA Cycle;
- b) Actively contribute to the meetings and work of the Executive Board in furtherance of its objectives;
- c) Reflect and promote consistently, in particular in all relevant fora, the positions adopted by ECA and the Executive Board; and
- d) Act in good faith towards ECA, the Members and the Executive Board.

Article 22 – Powers

The Executive Board has the following powers:

- a) To direct the activities of ECA and its economic and administrative management, for which purpose it may perform all such acts and sign all such contracts as it may deem advisable;
- b) To implement the decisions adopted by the General Assembly;
- c) To submit proposals to the General Assembly for the suspension or expulsion of any Member;

- d) To decide on any membership issue, except for the powers attributed to the General Assembly under Article 13 letter g);
- e) To prepare the yearly budget and submit it to the General Assembly for approval;
- f) To adopt such regulations and take such decisions as necessary to implement these Statutes;
- g) To appoint the four representatives of ECA in the UEFA PFSC in accordance with the rules set out in Article 18;
- h) To appoint the representatives of ECA in any other appropriate bodies established within UEFA and FIFA, in particular in the UEFA CCC;
- i) To appoint the General Secretary;
- j) To create the Committees, Expert Panels and Working Groups it deems necessary for the functioning of ECA;
- k) To appoint the Chairmen of Committees, Expert Panels and Working Groups, where applicable, as well as the members of such ECA Body (subject to the provisions of the ECA Internal Organisational Guidelines providing for the contrary) and to define the composition, organisation and competences of such Committees, Expert Panels and Working Groups;
- l) To ensure the necessary flow of communication and information between ECA and UEFA and any other relevant football related organisations;
- m) To present proposals to the appropriate bodies established within UEFA and any other relevant football related organisations;
- n) To engage in discussions and enter into agreements with UEFA and any other relevant football related organisations; and
- o) To take decisions on all matters which do not fall under the mandatory or statutory competence of the General Assembly.

Article 23 – Term of Office

- ¹ The members of the Executive Board shall serve a term of two years with the possibility of renewal. Their term of office runs as from the first General Assembly in an ECA Cycle till the first General Assembly in the next ECA Cycle.
- ² If a Board Member elected by the General Assembly is recalled, withdraws or becomes no longer eligible to serve on the Executive Board during his term of office, a replacement will be elected by the Ordinary Members of the relevant subdivision group for the remaining period of his term at the next General Assembly. No elections will take place in case a position on the Executive Board becomes vacant after the second last General Assembly prior to the end of the ECA Cycle, unless a certain subdivision would no longer be represented in the Executive Board.

- ³ If a Board Member elected by the General Assembly obtains an active office at a different club, his position at the Executive Board will become vacant. A replacement will be elected by the Ordinary Members of the relevant subdivision for the remaining period of his term at the next General Assembly. In case this Board Member obtains an active office at a Member from the same subdivision group, he can stand for re-election.
- ⁴ Elections during the course of an ECA Cycle shall be based on the official UEFA association ranking at the beginning of the ECA Cycle.
- ⁵ If a Member appointed to the UEFA PFSC withdraws or becomes no longer eligible to serve on the Executive Board during his term of office, a replacement will be appointed by the Executive Board at its next meeting for the remaining period of his term.

Article 24 – Meetings

- ¹ The ECA Chairman or, in his absence, the highest-ranked Vice-Chairman shall chair the meetings of the Executive Board.
- ² The Executive Board shall meet as often as may be determined by the ECA Chairman or when requested by five Executive Board Members, but as a rule no less than four times per year.
- ³ Board Members shall, in principle, be notified at least 20 days in advance of any Board meeting. The General Secretary will notify Board Members of all items on the agenda together with the date and place of the meeting. Board Members may, within five calendar days of receiving such notification, request additional items to be placed on the agenda. The General Secretary shall notify Board Members of the final agenda, including all additional items, within three further calendar days.

Notwithstanding the above, the Executive Board may decide at any time any matter within its competence if this is decided by 100 percent of its Members.
- ⁴ The General Secretary participates in the meetings of the Executive Board without voting rights.
- ⁵ The Chairman may invite interested third parties to attend meetings.

Article 25 – Decisions

- ¹ The Executive Board shall be validly convened if a minimum of eight Board Members, including at least two of the four Board Members appointed to the UEFA PFSC, attend the meeting.
- ² Decisions of the Executive Board shall be adopted by simple majority of the Board Members present.
- ³ In the event of a tie, the ECA Chairman shall have the casting vote.
- ⁴ A decision in writing (including by fax) signed by all Board Members shall be valid and effective as if it had been adopted at an Executive Board meeting.

Article 26 – Voting Rights and Procedures

- ¹ Each Board Member shall have one vote.
- ² A Board Member who is unable to attend a meeting of the Executive Board cannot be replaced by a substitute but has the obligation to appoint another Board Member for any vote. That Board Member must produce a proxy given by way of letter, telegram, email, facsimile transmission, or by any other means in writing. Such proxies shall be delivered to the General Secretary. Any given Board Member cannot have more than three votes at a meeting of the Executive Board.
- ³ Votes shall be open (i.e. ‘show of hands’), unless at least half of the Board Members present request a secret ballot.

Article 27 – Minutes

- ¹ Minutes of the Executive Board meetings shall be sent to all Board Members within 20 days of the meeting.
- ² Minutes shall be signed by the Chairman and the General Secretary.

IV – ADMINISTRATION

Article 28 – Functions

The ECA Administration shall be headed by a General Secretary who has the following functions:

- a) To organise and prepare the meetings of the General Assembly and the Executive Board, as instructed by the latter;
- b) To attend, without voting rights, meetings of the General Assembly and of the Executive Board, and to draw up minutes of each such meeting;
- c) To prepare an annual budget;
- d) To supervise the accounts of ECA; and
- e) To perform all tasks that may be entrusted to him by the Executive Board.

Article 29 – Appointment and Remuneration

- ¹ The General Secretary is appointed by the Executive Board.
- ² He shall receive a remuneration to be determined by the Executive Board.

V – REPRESENTATION AND FINANCES

Article 30 – Representation

- 1 The ECA Chairman shall represent ECA vis-à-vis third parties.
- 2 The Executive Board shall determine the signatory powers within ECA and the limits within which such powers may be exercised.

Article 31 – Membership Fees

- 1 The economic resources of ECA shall consist of membership fees.
- 2 The annual membership fee shall be proposed by the Executive Board in a reasonable manner having regard to the composition of ECA and shall be approved by the General Assembly.
- 3 The fee shall be paid at the beginning of the financial year.
- 4 Only the assets of ECA shall be liable for the debts of ECA. There is no liability of the Members for liabilities of ECA.

Article 32 – Accounts and Financial Year

- 1 Each year the Executive Board shall draw up the accounts for the previous financial year and submit them to the General Assembly for approval.
- 2 The financial year shall run from July 1 to June 30 of the following year.

Article 33 – Financial Audit

ECA shall have its accounts audited by an independent auditor to be appointed by the General Assembly.

VI – FINAL PROVISIONS

Article 34 – Dissolution

- 1 In the event of dissolution of ECA, the Executive Board shall act as the liquidating committee and settle all debts.
- 2 If any assets remain they shall be distributed to the Members.

Article 35 – Official Languages and Communications

- 1 The official language of ECA is English.
- 2 If official documents of ECA are published in several languages the English version shall be authoritative.
- 3 Meetings of the General Assembly, the Executive Board, Committees, Expert Panels, and Working Groups shall be conducted in English. In principle, simultaneous translations shall not be provided.
- 4 Written communications to the Members of ECA and/or the Executive Board shall be in English.
- 5 Communications to the Members and/or the Executive Board shall be by ordinary mail, fax or email.

Article 36 – Applicable Law and Jurisdiction

- 1 These Statutes shall be governed by the laws of Switzerland.
- 2 Any dispute arising from or related to the application of these Statutes, and/or any regulations adopted by ECA, as well as any dispute between ECA and a Member or an individual appointed or elected to a position within or by ECA shall be exclusively referred to the Court of Arbitration for Sport (CAS) in Lausanne (Switzerland). In the event of a dispute involving exclusively parties with their seat in Switzerland, the application of the Swiss Civil Code of Procedure shall be excluded and the arbitration procedure shall be governed by the CAS Code of Sports related arbitration and Chapter 12 of the Swiss Private International Law Statute.

Article 37 – Matters Not Covered For

The Executive Board shall have the power to decide on any matters not covered in these Statutes.

Article 38 – Exceptional Provision

- 1 At the occasion of the ECA General Assembly on 8 February 2011, the General Assembly decided the following:
 - a) The ECA Cycle and the term of office of the Executive Board, which were established at the General Assembly in September 2010, were exceptionally extended by one year and shall end upon the end of the UEFA season 2012/2013 (i.e. in June 2013); and
 - b) As for the following cycles, the provisions of the Statutes shall apply unmodified (i.e. the ECA Cycles and the term of office of the Executive Board shall be renewed on a two year basis).

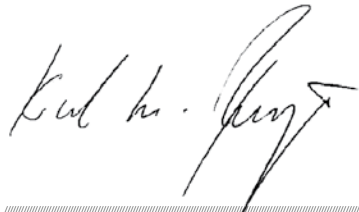
Article 39 – Adoption and Coming Into Force

¹ These Statutes were originally adopted by the General Assembly held on 21 January 2008 in Nyon and came into force on 28 January 2008. They were subsequently amended by the General Assembly held on 8 September 2009 in Geneva and the General Assembly held on 5 February 2013 in Doha.

² The amended version of the Statutes comes into force on 5 February 2013.

For the ECA Executive Board:

Doha, Qatar, 5 February 2013

A handwritten signature in black ink, appearing to read 'Karl-Heinz Rummenigge', written over a horizontal dashed line.

Karl-Heinz Rummenigge
ECA Chairman



ECA ORGANISATIONAL REGULATIONS



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

- **Board Member:** individual who is a member of the ECA Executive Board.
- **CAS:** Court of Arbitration for Sport.
- **ECA:** European Club Association.
- **ECA Body/Bodies:** Committee, Expert Panel or Working Group.
- **ECA Organs:** General Assembly or Executive Board.
- **EPFL:** Association of European Professional Football Leagues.
- **FIFA:** Fédération Internationale de Football Association.
- **FIFA DRC:** FIFA Dispute Resolution Chamber.
- **FIFA PSC:** FIFA Players' Status Committee.
- **FIFPro:** International Federation of Professional Footballers' Associations (Fédération Internationale des Associations de Footballeurs Professionnels).
- **FIFPro, division Europe:** International Federation of Professional Footballers' Associations, European division.
- **Member:** ECA Ordinary or Associated Member.
- **UEFA:** Union of European Football Associations.
- **UEFA PFSC:** UEFA Professional Football Strategy Council.

In these regulations, the use of the masculine form refers equally to the feminine.



A. ECA INTERNAL ORGANISATIONAL GUIDELINES

I – GENERAL PROVISIONS

Article 1 – Scope of Application

- ¹ These guidelines establish the organisational structure of ECA. The purpose of these guidelines 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, both in general terms and detailed terms.
- ² They govern the following areas in particular:
 - a) The terms of reference of the ECA Committees (Articles 10-13);
 - b) The terms of reference of the ECA Expert Panels (Articles 14-20); and
 - c) The terms of reference of the ECA Working Groups (Articles 21-28).

Article 2 – Committees – Expert Panels – Working Groups

- ¹ Pursuant to Article 22 letter j) of the ECA Statutes, the Executive Board has created the below listed Committees, Expert Panels and Working Groups.
- ² The Committees are:
 - a) Women's Football Committee; and
 - b) Committee for Social Dialogue.
- ³ The Expert Panels are:
 - a) The Legal Advisory Panel;
 - b) The Statutory Affairs Panel; and
 - c) The Financial Fair Play Panel.
- ⁴ The Working Groups are:
 - a) The Institutional Relations Working Group;
 - b) The Competitions Working Group;
 - c) The Finance Working Group;
 - d) The Marketing & Communication Working Group; and
 - e) The Youth Working Group.

Article 3 – Composition

- ¹ Where applicable, and unless stated differently, the Executive Board shall appoint the Chairman, as well as the members of each ECA Body, and this following an application procedure or based on a proposal from the Chairman of that ECA Body.

- ² The Chairman shall in principle be a Board Member. He shall appoint a Vice-Chairman.
- ³ The Chairman of each ECA Body decides on replacing a member when a position on that ECA Body would become vacant, except for the members of the Social Dialogue Committee, the Statutory Affairs Panel and the Financial Fair Play Panel, which shall always be appointed by the Executive Board.
- ⁴ The members of the Committees and Expert Panels shall in principle be from Ordinary Members.
- ⁵ Members of the ECA Committees and Panels can simultaneously be a member of an ECA Working Group.

Article 4 – Term of Office

- ¹ The term of office of the ECA Bodies is linked to the ECA Cycle as defined in Article 3 of the ECA Statutes.
- ² Unless stated differently, participation is reserved to the individuals appointed and not to the club. Hence, members of Committees, Expert Panels and Working Groups should in principle be read as individuals belonging to an ECA Member.

Article 5 – Chair

- ¹ Where applicable, the meeting of each ECA Body shall be chaired by the Chairman.
- ² The Chairman of that ECA Body shall act as spokesman and report to the Executive Board on the activities of that ECA Body.
- ³ In the exceptional case that the Chairman of an ECA Body cannot attend a meeting, the Vice-Chairman shall chair that meeting. In case both the Chairman and the Vice-Chairman cannot attend the meeting, the Chairman shall appoint a Chairman for this meeting among 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, then the Chairman shall appoint someone from the other Ordinary Members of that ECA Body.

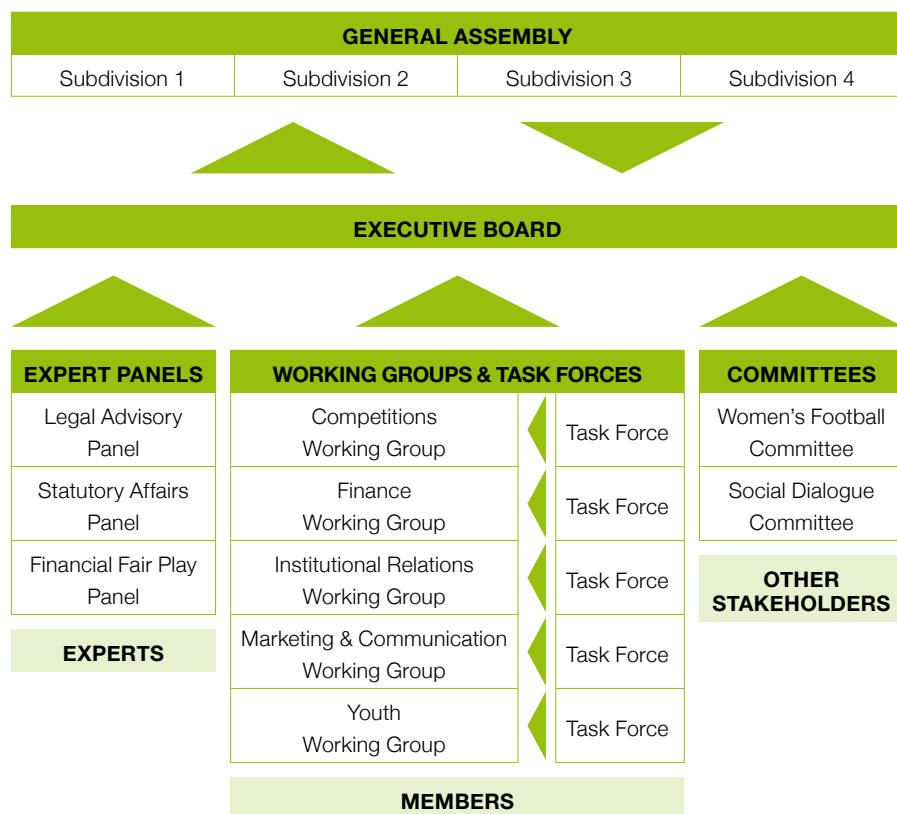
Article 6 – Meetings

- ¹ The ECA Bodies shall meet in principle at least once per year.
- ² The meetings of the Working Groups shall in principle be organised at the occasion of the General Assembly or any other time depending on the urgency of the matters according to the decision of the Chairman of the Working Group.
- ³ The meetings of the ECA Bodies are not open to the public. However, the Chairman may invite interested parties to attend the meeting.

Article 7 – Administration

- ¹ The ECA Administration shall be responsible for administering the ECA Bodies, which includes the practical organisation of the meetings and the drafting of the minutes.
- ² The ECA Administration shall send an invitation together with the agenda to the members of the ECA Bodies at least two weeks in advance of the meeting. The members of the ECA Bodies then have one week to suggest additional items to be placed on the agenda. A final agenda shall be sent, together with the necessary meeting documents, in principal one week in advance.
- ³ Minutes of the meetings shall in principle be sent to the members of the ECA Bodies within two weeks following the meeting.
- ⁴ Minutes shall be signed by the Chairman and the General Secretary, or any other member from the ECA Administration as indicated by the General Secretary from time to time.

Article 8 – Interaction between the ECA Bodies and the ECA Organs



Article 9 – Travel and Accommodation Expenses

Regarding travel and accommodation costs for the ECA Bodies, the ECA Reimbursement Policy will apply (Annexe 1).

II – ECA COMMITTEES

II 1. Women's Football Committee

Article 10 – Composition

- ¹ The Women's Football Committee shall be composed of:
 - a) A Chairman;
 - b) A Vice-Chairman;
 - c) Representatives from a women's football section of an ECA Member;
 - d) Representatives from women's football clubs without links to an ECA Member;
 - e) Any relevant Board Member(s).
- ² The number of members of the Women's Football Committee is not fixed. In principle, the number of members should be between 20 and 25, of which up to 20 could be representatives as described in letter c) above, and up to five which could be representatives as described in letter d) above. The number of members on the Women's Football Committee can be modified at any time according to the need.
- ³ The Executive Board shall appoint the members of the Committee based on a proposal from the Committee Chairman.

Article 11 – Purpose

- ¹ The overall purpose of the Women's Football Committee shall be to act as a platform where issues related to women's football, be it on a European or on a worldwide level, can be discussed.
- ² The members of the Women's Football Committee shall share expertise and knowledge in order to promote women's football.
- ³ The Women's Football Committee shall aim at establishing a dialogue with relevant stakeholders in women's football.

II 2. Social Dialogue Committee

Article 12 – Composition

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

Article 13 – Purpose

The overall purpose of the members of the Social Dialogue Committee shall be to ensure a close relationship between ECA and the European Commission, in particular with regards to the EU Social Dialogue. The members of the Social Dialogue Committee will keep the Executive Board informed on all developments in the EU Social Dialogue and/or will take the position of the Executive Board into account when dealing with Social Dialogue matters at EU level. In this respect, the members of the Social Dialogue Committee can be invited to attend meetings of the Executive Board as observers.

III – EXPERT PANELS

III 1. Legal Advisory Panel (LAP)

Article 14 – Composition

- ¹ The Legal Advisory Panel (LAP) shall be composed of:
 - a) Individuals who hold an active office with a Member and who are also holding a position within the FIFA DRC, FIFA PSC, FIFA Subcommittees and/or are arbitrators registered on the football list of CAS; and
 - b) Legal experts from a Member, as well as experts on sport law matters, who will be appointed by the Executive Board.
- ² The number of members on LAP is not fixed. In principle, the number of members should be between 15 and 20, but it can be modified at any time according to the need.

Article 15 – Purpose

- ¹ The mission of LAP is to join legal forces within ECA by bringing together the legal experts and arbitration members from the Members.
- ² The LAP members shall share expertise and knowledge and shall act as a mediator for the ECA Mediation Service.
- ³ The nature of 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.
- ⁴ The LAP members shall aim at finding an agreement between the clubs involved in the mediation procedure, respecting the principles of objectivity and discretion.

Article 16 – Tasks

The main tasks of LAP shall be:

- a) To address legal issues affecting clubs;
- b) To act as a mediator in mediation cases in the framework of the ECA Mediation Service (the mediator shall be appointed by the LAP Chairman);
- c) To develop best practices for Members;
- d) To assist and support Members if applicable; and
- e) To provide a legal opinion and/or non-binding settlement agreement to Members who have dispute and/or legal questions.

III 2. Statutory Affairs Panel

Article 17 – Composition

- ¹ The Statutory Affairs Panel shall be composed of:
 - a) Two Board Members; and
 - b) The Chairman and Vice-Chairman of the Legal Advisory Panel.
- ² The number of members on the Statutory Affairs Panel can be modified at any time according to the need.

Article 18 – 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 shall report directly to the Executive Board on its findings and analysis, and make proposals to the Executive Board regarding the matters mentioned in this Article.

III 3. Financial Fair Play Panel

Article 19 – Composition

- ¹ The Financial Fair Play Panel shall be composed of:
 - a) The Chairman and Vice-Chairman of the Finance Working Group; and
 - b) Five members, in principle from five different countries.
- ² The Executive Board shall appoint the members of the Financial Fair Play Panel and has the possibility to increase the number of Panel members if it deems necessary.

Article 20 – Purpose

- ¹ The overall mission of the Financial Fair Play Panel shall be to work together with UEFA in order to further elaborate, implement and assess the UEFA Club Licensing and Financial Fair Play regulations.
- ² The Financial Fair Play Panel shall act as the link between Members, Board Members, and UEFA with regards to the clubs' feedback on the relevant UEFA Club Licensing and Financial Fair Play regulations, and the regulations governing the procedure of the Club Financial Control Body.

IV – WORKING GROUPS

Article 21 – Composition

- ¹ Each working group shall be composed of:
 - a) A Chairman;
 - b) A Vice-Chairman;
 - c) Up to 18 members;
 - d) Any relevant Board Member or member(s) of the Social Dialogue Committee; and
 - e) Any relevant member of an Expert Panel.
- ² Members of all four subdivisions are represented in each Working Group.
- ³ Associated Members can be members of a Working Group.

Article 22 – Task Force

If the Chairman of the Working Group deems appropriate, a Task Force can be created on ad-hoc basis. A Task Force shall be composed of a limited number of Working Group members. A Task Force shall be in charge of studying specific topics, which fall under the competence of a given Working Group. The Task Force shall report to the Working Group.

Article 23 – Purpose

- ¹ The overall mission 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 an active player in dealing with the issues on the table in the different domains.
- ⁴ The Working Groups support the Executive Board and the ECA representatives involved in the various UEFA/FIFA/EU committees.

Article 24 – Institutional Relations Working Group

- ¹ The mission of this Working Group shall be to strengthen the ECA position and representation among different stakeholders in European football.
- ² The Working Group will particularly deal with:
 - a) Positioning of ECA within the football governing bodies, in particular the UEFA PFSC and FIFA Club Football Committee;
 - b) The relationship with other representative associations such as FIFPro and EPFL, particularly regarding EU Social Dialogue;
 - c) Player agents;
 - d) The relationship with governmental institutions, such as the EU Commission, European Parliament and national governments; and
 - e) ECA membership.
- ³ The objective of the International Relations Working Group is to confirm the position of ECA as the legitimate club representative in European football.

Article 25 – Competitions Working Group

- ¹ The mission of this Working Group shall be to lead the management and control of the club competitions through the relevant UEFA and FIFA club football committees.
- ² The Working Group will particularly deal with:
 - a) The format of the European competitions;
 - b) The format of any other competition involving European club and/or players' participation (i.e. FIFA World Club Cup, Olympic tournament);
 - c) The international match calendar; and
 - d) Harmonisation with other tournaments.
- ³ The objective of the Competitions Working Group is to share the decision making and management of European club football competitions, and to support and advise ECA Members on the UEFA Club Competitions Committee.

Article 26 – Finance Working Group

- ¹ The mission of this Working Group shall be to address all issues related to club finance, to optimise resource allocation and club business management.
- ² The Working Group will particularly deal with:
 - a) Financial Fair Play;
 - b) Club competitions revenue distribution;
 - c) Participation of clubs in other benefits;
 - d) Control mechanisms; and
 - e) ECA internal finance.
- ³ The objective of the Finance Working Group is to ensure sound development of club football business.

Article 27 – Marketing & Communication Working Group

- ¹ The mission of this Working Group shall be to oversee on club football marketing, communication and promotion, as well as to define a coherent and up-to-date strategy around commercial opportunities.
- ² The Working Group will particularly deal with:
 - a) Marketing strategy of European competitions;
 - b) Sponsorship and licensing opportunities;
 - c) UEFA, media, new media and marketing related to European club competitions;
 - d) Any other exploitable rights;
 - e) ECA communication and promotion; and
 - f) Corporate Social Responsibility programmes.
- ³ The objective of the Marketing & Communication Working Group is to be in the lead in strategic discussions on European club competition marketing, together with the development of an appropriate communication strategy.

Article 28 – Youth Working Group

- ¹ The mission of this Working Group shall be to stimulate, develop and protect the grass roots of European club football.
- ² The Working Group will particularly deal with:
 - a) Youth development and academies;
 - b) Youth tournaments;

- c) Protection of minors and the first professional contract; and
 - d) The promotion of the recommendations of the ECA Report on Youth Academies.
- ³ The objective of the Youth Working Group is to safeguard club investments on youth training and to emphasise the social function of youth education.

V – FINAL PROVISIONS

Article 29 – Authoritative Text

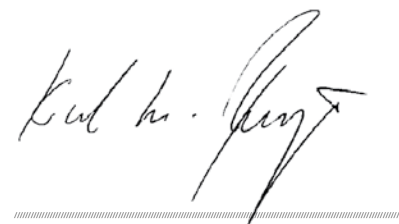
In the event this document would be translated into a different language, the English version will prevail.

Article 30 – Adoption, Entry Into Force, Abrogation and Modification

- ¹ These Internal Organisational Regulations were originally adopted by the Executive Board at its meeting on the 4 December 2008 in Milan.
- ² They were subsequently amended by the Executive Board at its meeting on the 19 March 2013 in Milan and this pursuant to the powers installed on the Executive Board in Article 22 letters f) and j) of the ECA Statutes.
- ³ They come into force with immediate effect.

For the ECA Executive Board:

Milan, 19 March 2013



Karl-Heinz Rummenigge
ECA Chairman

ANNEXE: ECA REIMBURSEMENT POLICY

Scope: all meetings organised by ECA, including ECA General Assemblies, Board Meetings and Working Groups.

1. Travelling to a Meeting

Travelling costs are reimbursed according to the following table:

ECA BOARD MEMBERS		ECA MEMBERS
Airplane	Business class	Economy class
Train	First class	First class (unless more expensive than economy flight for same trip)
Car	€ 0.22 per km	€ 0.22 per km

- ECA Members are encouraged to take the best possible flight option taking into consideration the price, number of stops and the airline.
- ECA Members travelling in Business class: reimbursement of one-third of the price, with a maximum of €500 (unless exceptional cases).

2. Transportation from/to the Airport or Train Station

- In principle, ECA organises local transportation from and to the hotel and/or meeting room. In case no local transportation is organised, no taxi or public transport expenses will be reimbursed.
- Regarding transportation to the airport/train station in the country of departure: train expenses (only to/from the airport) or a car allowance (not taxi) will be reimbursed if the airport/train station is more than 150km away from the club offices, and if no train or flight can be taken from a closer distance to the club offices.

3. Allowances and Overnight Stay

- No daily allowances are paid.
- In case an ECA Member cannot make the inbound and/or outbound trip on the same day of the event, or in case the event lasts several days, hotel accommodation will be provided and paid for by ECA.
- No meals are reimbursed before or after the meetings, unless otherwise communicated, with regard to each specific event.

4. Specific Points with Regard to the General Assembly

- One person per club is invited. The trip and hotel room will be paid by ECA according to the principles set out above.
- If a second person from a club would like to attend the General Assembly, ECA will provide hotel reservation and services, but any costs will be at the club's charge.

Any situation not foreseen in this policy document shall be treated by the ECA Administration on a case-by-case basis.

B. PROCEDURE FOR ELECTION OF THE EXECUTIVE BOARD

- ¹ Pursuant to Article 22 letter f) of the ECA Statutes, the Executive Board has adopted the Procedure for Election of the ECA Executive Board.
- ² During the first General Assembly of each ECA Cycle, a new ECA Executive Board will be elected. The term of office is set out in Article 23 of the ECA Statutes with the possibility of renewal.
- ³ Candidates shall be proposed by Ordinary Members to the General Secretary in writing at least one month 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.

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 General Assembly, 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.
- ⁶ Ordinary Members shall be divided into four groups corresponding to the subdivisions as set out below:

SUBDIVISION	ASSOCIATION RANKING POSITION	NO. OF CLUBS	NO. OF BOARD MEMBERS
1	1 – 6	27	5
2	7 – 15	27	3
3	16 – 28	26	2
4	29 – 53	25	1

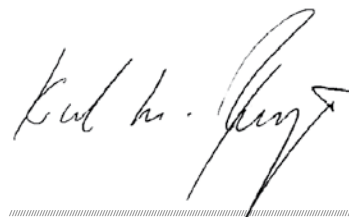
Each group shall elect the number of Board Members attributed to its subdivision. The Ordinary Members can vote for as many candidates as there are seats available in the subgroup (i.e. an Ordinary Member of the first subgroup can vote for five

candidates; an Ordinary Member of the second subgroup can vote for three candidates, etc.). A vote is null and void if more boxes than available seats are ticked.

- ⁷ Two neutral scrutiners per subgroup will be appointed, ideally one person from the ECA Administration and one club representative who is not a candidate. The scrutiners will ensure that the election procedures in their subgroup are respected. Once all present Ordinary Members in the subgroup have voted, the scrutiners will count the votes, one by one, publicly.
- ⁸ Each candidate will have the opportunity to present his/her candidature in its subdivision. In principle, two minutes maximum are allowed per candidate. However, the scrutiner is allowed to shorten or increase this period in case of a high/low number of candidates.
- ⁹ The elections within each subdivision shall be by simple majority of the group Ordinary Members present.
- ¹⁰ 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 among 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 have remained available, the candidate/s that receives the most valid votes is/are elected. In the event of a tie among two or more candidates for the remaining seat/s, the Executive Board will decide whether there will be further ballots until all remaining seats have been designated, or there will be a drawing of lots.
- ¹¹ The newly elected Executive Board appoints from among its members:
 - a) A Chairman, who shall act as Chairman of ECA and who represents one of the clubs belonging to the first subdivision in the table on page 38; and
 - b) A first, a second and a third Vice-Chairman.

For the ECA Executive Board:

Milan, 19 March 2013



Karl-Heinz Rummenigge
ECA Chairman

C. ECA MEMBERSHIP POLICY

Pursuant to Article 22 letter f) of the ECA Statutes, the Executive Board has adopted the current ECA Membership Policy.

This document outlines the ECA Membership Policy as confirmed by the Executive Board, based on the proposals made by the Institutional Relations Working Group. The ECA Membership Policy regulates ECA Ordinary and Associated Membership, as well as criteria for interested non-member clubs to join ECA.

The ECA Membership Policy details the membership principles as stipulated in Articles 3-10 of the ECA Statutes.

1. General Guidelines

ECA Membership is granted per ECA Cycle.

At the beginning of every ECA Cycle, all Members, except for Founding Members, must play in top division at domestic level.

The following guidelines are applicable for both Ordinary Members and Associated Members.

2. General Requirements for ECA Membership

Clubs, which can apply to become Members, need to fulfil the following cumulative conditions:

- The club must be organised in a professional manner and shall not be in significant financial problems and/or in breach of and/or have breached any one of the objectives of ECA established in the ECA Statutes; and
- The club must agree with the ECA Statutes, the ECA Charter and the MoU's signed by ECA.

The Executive Board may refuse the application for membership of any club if it is under investigation for conduct that 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.

3. Additional Requirements for ECA Ordinary Membership

An Ordinary Member relegated during an ECA Cycle will lose its Ordinary Membership status. The Executive Board may decide to grant Associated Membership to this club until the end of the ECA Cycle.

An Ordinary Member will lose Ordinary Membership if:

- Prevented from participating in a UEFA Competition as per decision in force; or
- Taken out of a UEFA competition during the course of a season,

The Executive Board may decide to grant Associated Membership until the end of the ECA Cycle following an application of the concerned Member.

In both occasions, the club will be replaced as an Ordinary Member by the next best club from the same association in the most recent official club coefficient ranking.

4. Additional Requirements for Associated Membership

In accordance with the ECA Statutes, the following clubs can apply to become Associated Members:

- ECA Founding Members; and
- Clubs playing in the top division of a UEFA association, which fulfil at least one of the following eligibility conditions:
 - Clubs which used to be an Ordinary/Associated Member in the previous ECA Cycle;
 - Clubs which won the UCL/UCL Champion Clubs' Cup since its first season (1955/56);
 - Clubs which are qualified for the UCL Group Stage;
 - Clubs which won the UEL/ UEFA Cup or Cup Winners' Cup at least once; or
 - Clubs which participated in the UEL/UCL, at least three times during the past five seasons.

Applications will only be dealt with at the last Executive Board meeting of the ECA Cycle (in principle, May). No applications will be considered during the ECA Cycle, except in the case of an Ordinary Member losing its Ordinary Membership during an ECA Cycle and which is applying to become an Associated Member.

5. ECA Expert Panel on Statutory Affairs

With reference to Article 17 and 18 of the ECA Internal Organisational Guidelines, the Statutory Affairs Panel will assess all applications for ECA Membership and will deal with all issues related to the ECA Membership. The Executive Board will decide on the proposals made by the Expert Panel.

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

6. Transition of Membership from Cycle to Cycle

At the end of each ECA Cycle, upon confirmation of the new ECA Membership Panel by the Executive Board, 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:

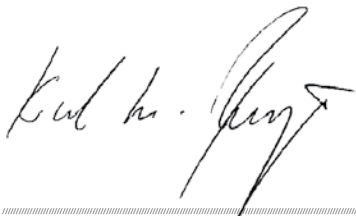
- The membership of Ordinary Members which are eligible to remain Ordinary Members in the next cycle shall, in principle, be extended automatically;
- The membership of Associated Members which are eligible to become Ordinary Members in the next ECA Cycle shall be changed accordingly, and automatically;
- Ordinary Members which are not eligible to Ordinary Membership in the next ECA Cycle, but which are eligible for Associated Membership, shall be offered Associated Membership automatically; and
- The membership of Associated Members, which are eligible to remain Associated Members in the next ECA Cycle, shall, in principle, be extended automatically.

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, and/or has acted contrary to the objectives of ECA established in the ECA Statutes.

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

For the ECA Executive Board:

Milan, 19 March 2013



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Karl-Heinz Rummenigge
ECA Chairman



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