FOCUS THROUGH CLOSENESS
ANNUAL REPORT
2016
LEADING THE WAY
FOR FOOTBALL CLUBS IN EUROPE
Closeness through belief
Dear members and friends of ECA,

The past year will go down in football history as a year of great difficulties for FIFA and UEFA. The two major international football associations have faced considerable problems, and, to a certain extent, they still do.

However, I am not a pessimist. I see a great opportunity here. FIFA and UEFA have the irrevocable responsibility to give themselves modern, transparent and democratic structures for the good of football.

On the one hand, we have to thank these bodies as our longstanding partners. ECA and UEFA in particular have achieved a lot together since ECA’s foundation in 2008. We have managed to continuously improve the situation for European clubs, both from a financial and political point of view. The inclusion of club representatives in the UEFA Executive Committee is proof of this excellent relationship, which is based on the mutual respect and trust we have established over the years.

Under the leadership of Michel Platini, ECA enjoyed a very fruitful collaboration with UEFA. I would like to take the opportunity to thank Michel Platini for his continued support. He has been fundamental in developing European football and guiding it to the healthy state it finds itself in today.

On the other hand, we have always wrestled with both FIFA and UEFA to find reasonable solutions to allow us to be involved in all decisions that directly affect the clubs and the players who are paid by the clubs.

In this regard, I would also ask FIFA and UEFA to find reasonable solutions to allow us to be involved in all decisions that directly affect the clubs and the players who are paid by the clubs.

Therefore, the thinking going forward can only be: less focus on politics, and more on the good of football. As ECA Chairman, together with the Board, I will stand up for this principle, in dialogue, even if this means being confrontational with our partners.

Needless to say that we will follow the upcoming UEFA Presidential Elections in September with great interest. Irrespective of who is elected, I believe we have set solid foundations and I remain convinced that we will be able to maintain our excellent relationship with UEFA under the new leadership moving forward.

The first discussions with the new president will be around the future of European club competitions. Since the beginning of 2016, we have seen a lot of discussions taking place with regards to the future of the UEFA Champions League and the UEFA Europa League. As it is to be expected, with a new competition cycle due to kick-off in 2018, the existing club competition formats are currently under review. It is a usual process that takes place every three years ahead of start of the media rights and sponsorship sales process. I have always said, we have to strive for an evolution, not a revolution.

I believe it must be in everyone’s interest to see the quality of both the Champions League and the Europa League continuously improving. Stagnation means regression. Discussions are always difficult when there are diverging views and interests. Regardless, we need to find a balanced solution that works for everyone involved and, most importantly, for European club football as a whole.

Before we continue to look ahead however, I invite you to sit back and take another look at the last ECA Season by leafing through this annual report, which I am sure you will enjoy.

Finally, I take the opportunity to sincerely thank everyone within our association for their continued commitment and contribution and to wish you all the very best for the new season.

Karl-Heinz Rummenigge
ECA Chairman
Dear ECA Members,

With the 2015/16 season we have already entered the fourth two-year membership cycle since ECA’s inception in 2008. It was a season that will probably be remembered for the political turmoil, which shook world football. On the one hand, I am saddened by the revelations and developments that have occurred at FIFA level. On the other hand, I am pleased that these developments have kick-started a reform process, which, once more, confirms our trend of continuous growth over the years. On the occasion of the first General Assembly of the cycle, a new Executive Board was elected. With Edward Woodward (Manchester United FC), Darko Mioduski (Legia Warszawa SA) and Ali Rihlahi (HJK Helsinki), the Executive Board welcomed three new members. Karl-Heinz Rummenigge was appointed ECA Chairman for the fourth consecutive time. The working groups have also been re-composed and have all taken up their work and set the agenda for the forthcoming cycle.

UEFA & FIFA MATTERS

The past year has without a doubt been a very difficult one for world football. The happenings at FIFA level have shed a negative light on our sport. Hopefully, under the new leadership, FIFA will steer our game into calmer waters very soon. We have to stay positive and hope that a genuine culture of change is really underway. Together with UEFA, we have set the bar very high when we speak about good governance and club involvement in the decision-making process: the past season has notably seen club representatives participating in the UEFA Executive Committee for the first time in football history. In parallel to the discussions on how to shape football governance, ECA, the governing bodies and all stakeholders concerned, also engaged in discussions linked to the transfer system, which finds itself under review following a FIFPro complaint filed at the European Commission.

ECA CLUB MANAGEMENT PROGRAMME

The first edition of the ECA Club Management Programme successfully kicked off this year. The 40 participants that were selected for this inaugural edition have participated in three different two-day sessions over the past season. Feedback received so far has been very positive which encourages us to believe we are on the right track to deliver a unique programme moving forward. I would also like to take this opportunity to thank all club members that have appeared as guest speakers to share their personal experience during one of the three sessions, as well as the hosting clubs for their commitment in making this programme a success.

WOMEN’S FOOTBALL

Women’s football continues to gain importance within ECA as the first-ever workshop on women’s club football took place. The success of this workshop underlines the importance for representatives of women’s football clubs to get to know each other and exchange views on how to professionalise the women’s game. A newly created task force will support the ECA Women’s Football Committee and its endeavour to help develop the women’s club game moving forward.

90 MINUTES FOR HOPE

Much of the public attention in the past year was shifted towards the refugee crisis that hit Europe in an unprecedented manner. While many clubs already took action and launched different kinds of initiatives in support of refugees at local, regional and national level, ECA decided to initiate a Pan-European campaign involving all 2015/16 Champions League and Europa League Group Stage participants. The campaign entitled “90 Minutes For Hope – European clubs united for refugees” saw an important number of clubs participating, which eventually donated the total amount of €1.3 million. The amount was split evenly between Save the Children and UNICEF, two organisations that do a tremendous job in supporting child refugees in these difficult times across Europe.

EU MATTERS

ECA continues to engage with EU politicians and civil servants on a regular basis to ensure that the clubs’ voices are heard. Following a first encounter in March 2015, the past season saw another meeting taking place between ECA Chairman, Karl-Heinz Rummenigge, and the EU Sports Commissioner, Tibor Navracsics. Topics such as the Transfer System and the EU Digital Single Market figured high on the meeting agenda. The Chairman also confirmed ECA’s commitment to the second edition of the European Week of Sport in 2016, which kicks off on 10 September. The inaugural edition in 2015 was a success and ECA’s involvement through a dedicated communications campaign was extremely welcomed by the European Commission as they use it as a best practice example to encourage other sporting bodies to engage in the same manner.

Obviously, the above just outlines a few of the many topics we had to deal with over the past season. You will get the full picture in all its detail by reading this annual report. As you will see, despite the turmoil that world football had to face, it has been an interesting and productive year for ECA. I personally hope that for the new season we will all shift our focus back to our beautiful sport with less negative headlines.

I take the opportunity to thank everyone for their work and commitment and look forward to another busy and exciting season 2016/17.

Michele Centenaro
ECA General Secretary
MEMBERSHIP CYCLE 2015-17

The start of the 2015/16 season marked the beginning of the new ECA Membership Cycle 2015-17. On the occasion of the first General Assembly of the cycle, a new ECA Executive Board was elected and an application procedure for club representatives to become a member of one of the five ECA Working Groups was initiated. Moreover, at the beginning of every cycle, the ECA Membership Panel is re-formed based on the UEFA Country and Club Ranking and applications to become associated members are assessed.

ECA MEMBERSHIP 2015/16

ECA counted 221 Member Clubs in 2015/16 representing 53 UEFA Member Associations. There were 106 Ordinary Members and 115 Associated Members. In total, 14 clubs left ECA due to relegation to a lower division for sporting and non-sporting reasons (domestic license) and 21 new clubs have joined the association (10 Ordinary members and 11 Associated members).

11 clubs were eligible to become ECA Associated Members and have therefore joined ECA bringing the total number of ECA Associated Member Clubs to 115 for the start of the 2015/16 season:

- FC Midjylland | DEN
- AS Saint-Etienne | FRA
- KF Shkëndija Tetovo | FYRM
- Asteras Tripolis | GRE
- FC Astana | KAZ
- BV Vitesse | NED
- Shamrock Celtic Topfotball | NOR
- Ruch Chorzów SA | POL
- WKS Śląsk Wrocław | POL
- AS Trenčín | SVK
- AIK Fotboll | SWE
- KS Skënderbeu | ALB
- Qarabag FK | AZE
- NK Rijeka | CRO
- Apollon Limassol FC | CYP
- Elfsborg IF | DEN
- Hannover 96 | GER
- FK Žalgiris Vilnius | LTU
- Astra Giurgiu | ROM
- CS Pandurii Târgu Jiu | ROM
- SP Tre Penne | SMR
- KS Skënderbeu | ALB
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- Hannover 96 | GER
- FK Žalgiris Vilnius | LTU
- Astra Giurgiu | ROM
- CS Pandurii Târgu Jiu | ROM
- SP Tre Penne | SMR

ECA welcomed ten new Ordinary Members based on the UEFA Club Ranking 2015:

For the first time, the ECA Membership Panel counted 106 instead of 105 Ordinary Members, as Liverpool FC (ENG) were offered ordinary membership despite being ranked outside the top five of their National Association in the UEFA Club Ranking 2015 (Note: England is normally entitled to have five ECA Ordinary Members). The ECA Statutes grant those clubs who have won at least five UEFA Club Competition Trophies Ordinary Membership as a mark of recognition of the club’s sporting merit.
**ECA MEMBERSHIP 2015/16**

**RUSSIA**
- **ORDINARY MEMBERS**
  - FC Zenit St. Petersburg
  - FC Rubin Kazan
  - PFC CSKA Moskva
- **ASSOCIATED MEMBERS**
  - FC Lokomotiv Moskva
  - FC Spartak Moskva

**NETHERLANDS**
- **ORDINARY MEMBERS**
  - AFC Ajax
  - PSV Eindhoven
  - AZ Alkmaar
- **ASSOCIATED MEMBERS**
  - BV Vitesse
  - FC Twente
  - Feyenoord Rotterdam
  - SC Heerenveen

**CZECH REPUBLIC**
- **ORDINARY MEMBERS**
  - FC Viktoria Plzeň
  - AC Sparta Praha
  - FC Slovan Liberec
- **ASSOCIATED MEMBERS**
  - FK Teplice
  - SK Slavia Praha

**ROMANIA**
- **ORDINARY MEMBERS**
  - FC Steaua București
  - CFR 1907 Cluj
- **ASSOCIATED MEMBERS**
  - CFR 1907 Cluj

**UKRAINE**
- **ORDINARY MEMBERS**
  - FC Shakhtar Donetsk
  - FC Dynamo Kyiv
  - FC Dnipro Dnipropetrovsk
- **ASSOCIATED MEMBER**
  - FC Metalist Kharkiv

**SPAIN**
- **ORDINARY MEMBERS**
  - Real Madrid CF
  - FC Barcelona
  - Club Atlético de Madrid
  - Valencia CF
  - Sevilla FC
- **ASSOCIATED MEMBERS**
  - Athletic Club
  - Málaga CF
  - Real Sociedad de Fútbol
  - Villarreal CF

**ENGLAND**
- **ORDINARY MEMBERS**
  - Chelsea FC
  - Arsenal FC
  - Manchester United FC
  - Manchester City FC
  - Tottenham Hotspur FC
  - Liverpool FC*
- **ASSOCIATED MEMBERS**
  - Aston Villa FC
  - Everton FC
  - Newcastle United FC

**PORTUGAL**
- **ORDINARY MEMBERS**
  - SL Benfica
  - FC Porto
  - Sporting Clube de Portugal
  - Sporting Clube de Braga
- **ASSOCIATED MEMBER**
  - Marítimo da Madeira Futebol

**FRANCE**
- **ORDINARY MEMBERS**
  - Paris Saint-Germain FC
  - Olympique Lyonnais
  - Olympique de Marseille
  - LOSC Lille
- **ASSOCIATED MEMBERS**
  - Stade Rennais FC

**Greece**
- **ORDINARY MEMBERS**
  - Olympiacos FC
  - AEK Athens FC
  - Panathinaikos FC
  - PAOK FC
  - Panionios FC
- **ASSOCIATED MEMBERS**
  - Atromitos FC
  - Asteras Tripolis FC

**ITALY**
- **ORDINARY MEMBERS**
  - Juventus
  - SSC Napoli
  - AC Milan
  - FC Internazionale Milano
- **ASSOCIATED MEMBERS**
  - AS Roma
  - ACF Fiorentina
  - UC Sampdoria
  - Udinese Calcio

**BELGIUM**
- **ORDINARY MEMBERS**
  - RSC Anderlecht
  - Club Brugge
  - KRC Genk
- **ASSOCIATED MEMBERS**
  - KV Mechelen
  - KAA Gent
  - R. Standard de Liège

**SWITZERLAND**
- **ORDINARY MEMBERS**
  - FC Basel 1993
  - BSC Young Boys
  - FC Zürich
- **ASSOCIATED MEMBERS**
  - FC St. Gallen
  - Grasshopper-Club Zürich

**TURKEY**
- **ORDINARY MEMBERS**
  - Galatasaray SK
  - Beşiktaş JK
  - Trabzonspor AS
- **ASSOCIATED MEMBERS**
  - Bursaspor Kulübü
  - Fenerbahçe SK

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* Liverpool FC is granted ordinary membership by the ECA Statutes as it won more than five international cups in its history.
MEMBERSHIP CYCLE 2015-17

For the new ECA Membership Cycle 2015-17, a new Executive Board was elected on the occasion of the 15th General Assembly in Geneva on 9 September 2015. The 106 ECA Ordinary Members met in their respective subdivision groups to elect 11 Board Members to join the four existing Board Members who represent ECA at the UEFA Professional Football Strategy Council (PFSC). The four PFSC members are Umberto Gandini (AC Milan), Ivan Gazidis (Arsenal FC), Josep Bartomeu (FC Barcelona) and Evgeni Giner (PFC CSKA Moskva). Following the elections, the new Executive Board met for the first time to appoint the Chairman, the three Vice-Chairmen, as well as the five Working Group chairmen. Furthermore, Michele Centenaro was confirmed as ECA General Secretary.
**ECA WORKING GROUPS, PANELS AND COMMITTEES 2015-17**

At its second meeting of the season, the ECA Executive Board decided on the composition of the ECA Working Groups, Panels and Committees for the 2015-17 cycle. As far as the Working Groups are concerned, the ECA Administration received 178 applications from 126 different member clubs representing 45 National Associations. In spite of the number of applications exceeding the number of seats available, the Executive Board managed to respond positively to as many clubs as possible (102 clubs represented for 110 seats).

**COMPETITIONS WORKING GROUP**
The Competitions Working Group, chaired by Umberto Gandini, gathered in Munich for its first meeting of the season. The Working Group decided that the priority topics for the 2015-17 membership cycle would be the access list, the format and regulations, as well as the qualification phase for both the UEFA Champions League (UCL) and UEFA Europa League (UEL) respectively. The Working Group’s objective is to ensure the continuous improvement of both club competitions in light of a new three-year club competition cycle kicking off in 2018. The outcome of the discussions would then be presented to the UEFA Club Competitions Committee. With regards to a discussion on the harmonisation of transfer windows, the Working Group proposed to keep the status quo, a proposal that was endorsed by the ECA Executive Board. Moreover, the working group, as usual, gives valuable input from a club perspective on the competition regulations.

**FINANCE WORKING GROUP**
The Finance Working Group and its Chairman Jean-Michel Aulas were pleased to welcome the new Chairman and Chief Investigator of the UEFA Club Financial Control Body, Yves Leterme, to its first meeting of the season in Paris. Mr. Leterme updated the working group members on the latest developments with regards to Financial Fair Play. He highlighted the positive development regarding overdue payables, the reduction of aggregate losses of clubs and compliance with the break-even requirement for clubs having concluded a settlement agreement with UEFA. The Finance Working Group noted that Financial Fair Play is on the right track and committed to continue discussions with UEFA on the interpretation and revision of the rules.

**INSTITUTIONAL RELATIONS WORKING GROUP**
Chaired by Theodore Giannikos, the Institutional Relations Working Group came together for the first time in Munich to primarily discuss the lack of good governance at national level, caused by the fact that in too many countries, clubs only have limited involvement within the decision-making bodies of their National Associations. To address this issue, a task force was created to propose certain minimum standards to be achieved at national level. Furthermore, the task force agreed to elaborate reform proposals to be presented to both FIFA and UEFA, to provide advice in relation to the interference of public authorities in football-related matters; and in collaboration with the ECA Legal Advisory Panel, to examine how a harmonisation of the implementation of the FIFA Regulations on Working with Intermediaries can be achieved across Europe.

**MARKETING & COMMUNICATIONS WORKING GROUP**
The Marketing & Communications Working Group, chaired by Edward Woodward, held its first meeting at the Old Trafford Stadium in Manchester. As objectives for the cycle, the Working Group agreed to work closely with UEFA ahead of the start of the sponsorship and broadcasting rights sale process for the 2018-21 club competitions cycle, to share knowledge between clubs through case studies and to further develop the commercial and social aspects of the European club football industry. With regards to the relationship with UEFA, the Working Group stressed the importance of a transparent consultation process ahead of the start of the sales processes to discuss, in particular, the 2018-21 UCL & UEL media rights and sponsorship sales strategy, the club media rights guidelines and access to improved broadcast data. A dedicated task force was launched to meet with UEFA representatives to discuss these issues in more depth.
YOUTH WORKING GROUP

The Youth Working Group gathered in Poznán for its first meeting of the new membership cycle. The Working Group pointed at the growing importance of youth academies for the sustainable development of every club and decided to establish performance indicators and minimum standards for youth academies. The objective is to compile a publication of recommendations and guidelines with the overall aim of improving and developing youth academies across Europe. To support their work, the Working Group members visited three youth academies over the 2015/16 season. These included the academies of ECA Member Clubs KKS Lech Poznán, Manchester City FC and Paris Saint-Germain FC.

LEGAL ADVISORY PANEL

Under the chairmanship of Sevilla FC CEO José María Cruz, the members of the ECA Legal Advisory Panel met at the Sanchez-Pizjuan Stadium in Seville, to discuss the latest legal developments in European club football. The first meeting of the ECA Legal Advisory Panel for the 2015/16 season reunited over 25 legal experts from ECA Member Clubs. They were joined by representatives from the Spanish Professional Football League (LFP) who came to share the legal issues affecting Spanish club football. Amongst other topics, the Panel exchanged views on the latest football jurisprudence and regulatory developments, including the implementation of the FIFA Regulations on Working with Intermediaries in the various countries.

ECA REPRESENTATIVES AT THE UEFA CLUB COMPETITIONS COMMITTEE

While the ECA Executive Board confirmed the four members representing the clubs’ interests at the UEFA Professional Football Strategy Council (Umberto Gandini, Ivan Gazidis, Josep Maria Bartomeu and Evgeni Güner), a couple of new ECA representatives were nominated to join the UEFA Club Competitions Committee for the 2015-17 period. The members of the Club Competitions Committee are appointed by UEFA following a proposal by ECA. The composition of the UEFA Club Competitions Committee for the 2015-17 committee cycle is as follows:

Chairman
Fernando Gomes
(UEFA Executive Committee Member, Portugal)

Deputy Chairman
David Gill
(UEFA Executive Committee Member, England)

Deputy Chairman
Michael van Praag
(UEFA Executive Committee Member, The Netherlands)

First Vice-Chairman
Karl Hopfner (FC Bayern München)

Second Vice-Chairman
Sofoklis Pilavios (Greece)

Third Vice-Chairman
Andrea Agnelli (Juventus)

Members
Nasser Al Khelaifi (Paris St-Germain)
Peter Fossen (PSV Eindhoven)
Joan Gaspart (Spain)
Theodoros Giannikos (Olympiacos FC)
Bernhard Kuebler (FC Basel 1893)
Peter Lawwell (Celtic FC)
Pedro López Jiménez (Real Madrid CF)
Daniel Lorenz (FC Porto)
Nikola Prentić (FC Budućnost Podgorica)

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

It goes without saying that the 2015/16 season has been a very turbulent year for European football. Developments at FIFA level have had major repercussions on the European football governing body, UEFA. With the suspension and subsequent resignation of UEFA President Michel Platini and the departure of UEFA’s General Secretary Gianni Infantino to FIFA, a new era is about to begin at UEFA. Regardless, ECA was in constant dialogue with UEFA’s interim leadership and made good progress on several dossiers relevant to European club football.

ECA PARTICIPATION IN UEFA EXECUTIVE COMMITTEE

Under the chairmanship of UEFA President Michel Platini, ECA Chairman Karl-Heinz Rummenigge and ECA Executive Board Member Andrea Agnelli made their first appearance as UEFA Executive Committee (ExCo) members at the ExCo meeting in September 2015 in St. Julian’s, Malta. Their participation as non-voting members follows the decision of the UEFA Congress in March 2015 to ratify a proposal to allow stakeholder representation in the Executive Committee as stipulated in the ECA-UEFA Memorandum of Understanding signed in March 2015. The ratification of full membership is expected at the Extraordinary UEFA Congress in September.

Following the signing of the 2015 Memorandum of Understanding with UEFA, the 2015/16 season saw the official participation of club representatives in the UEFA Executive Committee for the first time in the history of European football.

FINANCIAL FAIR PLAY

With the start of the 2015/16 season, the new UEFA Club Licensing & Financial Fair Play Regulations have come into force, which further contribute to the positive evolution of Financial Fair Play as a whole. ECA, via the Finance Working Group and the Financial Fair Play Panel, continues to collaborate constructively with UEFA at the forefront of the project.

FINANCIAL FAIR PLAY CONTINUES TO SHOW POSITIVE EFFECTS

The updated UEFA Club Licensing & Financial Fair Play Regulations (CL & FFP Regulations), which came into force on 1 July 2015, strengthen financial fair play and include several adjustments aimed at further encouraging responsible investors and stakeholders to continue to contribute to the strong and healthy growth of club football in Europe. The positive effects of Financial Fair Play continue to be reflected in the evolution of aggregate losses, overdue payables and break-even deficits.

Whilst the aggregate losses of clubs were as high as €1.2bn in 2009 and €1.7bn in 2011, they decreased to €500m in 2014. The requirements for overdue payables were significantly improved for the 2015/16 season. Under the previous 2012 CL & FFP Regulations, clubs participating in UEFA club competitions only had to prove the absence of overdue payables by 30 June. If clubs declared overdue amounts as of that date, they also had to provide an update of their overdue payables towards their football creditors by 30 September. This regulatory obligation has ceased to be conditional under the 2015 CL & FFP Regulations, and any club taking part in UEFA club competitions must prove that it does not have overdue payables towards other football clubs, its employees or towards social/tax authorities as of both 30 June and 30 September. In this respect, overdue payables continued to fall in summer 2015 and reached their lowest level in the last five years (€5m) as clubs reacted to the CFCB sanctioning regime.

Positive effects can also be seen with regard to the break-even of clubs having concluded a settlement agreement with UEFA, which decreased from €773m in 2012 to €310m in 2015.
Further to a proposal by ECA, the UEFA Executive Committee decided to distribute the prize money withheld due to non-compliance with the regulations amongst all UCL andUEL participants. Whilst the amount available for distribution in 2013/14 was €2.41,343,000, the figure has increased for the 2014/15 season amounting to almost €290,000,000.

The amount of prize money withheld for the 2016/16 season is yet to be confirmed. The distribution system will be identical to the one applied in 2014/15.

The ECA Task Force on Domestic Governance, under the chairmanship of ECA Executive Board Member Theodore Giannios, continued its work in developing the minimum requirements to help establish good governance principles and increased club inclusion in the decision-making processes at a national level. In addition, the task force looked at what the process should be to seek changes across Europe to further strengthen clubs’ position.

The task force identified four key areas for which minimum requirements should be established and enforced throughout Europe:

1. Democracy – Inclusiveness
   - Proper and meaningful involvement of clubs at all levels of within National Association decision-making structures
   - Voting Rights in the election of National Association Presidents to improve the accountability
   - Representation of professional clubs at the National Association’s General Assembly
   - Establishment of a club body (i.e. the Club Competitions Committee) with majority of its members appointed by professional clubs and with remit on all matters impacting club football (i.e. competitions (calendar/format), transfers, player registration/quotas, dispute resolutions and disciplinary matters)
   - Proposals made by the club body cannot be rejected by the National Association Executive Committee, but must be referred back for discussion even if the ExCo does not share the same viewpoint
   - Participation of Club members with voting rights at National Association Executive Committee meetings

2. Transparency/Accountability
   - Clarity relating to use of revenues including those generated through fines imposed on clubs (revenues from fines must be limited to use in specific areas agreed by the clubs, including combating violence and developing youth football)
   - The existence of an independent organ of control certifying the proper management of resources

3. Legal Stability/Dispute Resolution
   - Respect minimum standards set up by FIFA in relation to national arbitration/dispute resolution bodies
   - Disciplinary bodies appointed/run in the first instance under the control of an efficient body that can issue decisions quickly and is dedicated to managing cases relating to the professional game

4. Financial Contribution
   - Revenue generated by professional football club competitions at national level belongs to the participating professional clubs
   - Agreement with clubs (i.e. Club Competitions Committee) on the distribution of revenue from the domestic championship (if organised by the National Associations) and cup competitions
   - Should any contribution of leagues to National Associations be agreed, it should not be above the costs relating to National Association activities

ECA is committed to the principle of establishing good governance at all levels in football across Europe. In order to achieve this, ECA will continue identifying countries where deficiencies exist by further developing and expanding the existing data. Cross-checks of the information already obtained will be made to get a clear idea of existing governance models and the position of clubs within these. Once an accurate picture of the existing landscape is established, ECA will launch a campaign with the aim to meet with clubs, leagues and National Associations. Priority will be given to those associations whose clubs request such visits and where the influence of clubs in the domestic system appears to be very limited based on the research data. The focus of the discussions during the visit will be on positioning and benchmarking the governance structure of the specific association compared to other associations. Additionally, ECA will also be on hand to offer more in-depth support/advice to specific demands from member clubs should they seek external input to overcome difficulties linked to governance at domestic level.

### ECA-UEFA WORKSHOP ON CLUB LICENSING & FINANCIAL FAIR PLAY

Following the implementation of the new UEFA Club Licensing & Financial Fair Play Regulations (CL & FFP, 2015 Edition), ECA organised a Club Licensing & Financial Fair Play Workshop in cooperation with UEFA in Nyon, Switzerland. Attended by 48 different ECA Member Clubs, this one-day seminar proved to be very practical and instructive. Amongst other topics, the amendments to the UEFA CL & FFP Regulations (2015 Edition) were presented and discussed. Specific questions from clubs were answered, and some issues clarified. A review of the Club Financial Control Body (CFCB) activities also took place, alongside an extended Q&A session, where clubs had the opportunity to receive clarification on a number of pending issues.

### NEW CLUB FINANCIAL CONTROL BODY CHIEF INVESTIGATOR

At their meeting in Malta in September 2015, the UEFA Executive Committee appointed the former Belgian Prime Minister Yves Leterme as Chief Investigator of the CFCB. Mr. Leterme currently serves as Secretary-General of the International Institute for Democracy and Electoral Assistance (IDEA), as well as Deputy General Secretary of the Organisation for Economic Cooperation and Development (OECD). As Chief Investigator of the CFCB, Yves Leterme’s tasks are to head the CFCB Investigatory Chamber and take all necessary measures to ensure its proper functioning, lead the monitoring process and the investigation proceedings, establishing the facts and collecting all relevant evidence. The ECA Finance Working Group was delighted to welcome him at the latest working group meeting in Paris.
### CLUB COMPETITION MATTERS

The past couple of months have seen a lot of rumours surrounding the future of UEFA’s club competitions. With discussions between ECA and UEFA ongoing, a decision on this highly sensitive topic for all European clubs is not expected before Autumn 2016. Discussions, however, did not exclusively centre on the future of the UEFA Champions League and the UEFA Europa League. As in the past, the clubs are in constant dialogue with UEFA to further develop and improve both competitions. Over the past season, ECA Member Clubs have gathered in informal working groups at different levels to exchange initial thoughts and ideas to achieve a good and balanced solution for everyone involved. Needless to say, it is a very complicated exercise to say, it is a very complicated exercise to find a solution with UEFA before the end of 2016.

### TRANSFER WINDOWS

The length of the summer transfer window, whose deadline is currently set at the end of August, has again been looked at by the UEFA Club Competitions Committee. The clubs had previously agreed that no change should be made, as there should be the possibility to transfer players after the UEFA competitions play-offs have taken place at the end of August. Based on this feedback from the clubs, the Committee concluded that no change should be recommended. However, it was suggested to look into harmonising the closing dates of the transfer windows in all National Associations.

### 2015/16 SURPLUS DISTRIBUTION & 2016/17 FIXED AMOUNTS ALLOCATION

At its last meeting of the season, the UEFA Club Competitions Committee presented the net surplus figures of the 2015/16 season, which foresee €85.4m and €27m available for redistribution amongst UCL and UEL clubs respectively. For the first time, due to the new redistribution mechanism, there is also a surplus for clubs having played the qualification phase, which amounts to €6.6m. Moreover, the Club Competitions Committee announced that, as of the 2016/17 season, the surplus will be considered as guaranteed revenue. As a result, the amount will be factored in the distribution scheme issued at the beginning of the season. Subject to final confirmation, the new scheme will apply the same proportionality as the current distribution system.

### 2015/16 SURPLUS DISTRIBUTION

<table>
<thead>
<tr>
<th>UEFA Champions League Surplus 2015/16: APPROX. €85.4M</th>
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<tbody>
<tr>
<td>Proposed split as per surplus procedure in previous seasons:</td>
<td></td>
</tr>
<tr>
<td>60% Fixed Amounts (approx. €51.2m)</td>
<td></td>
</tr>
<tr>
<td>= distribution proportional to the fixed amounts share</td>
<td></td>
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<tr>
<td>40% Market Pool (approx. €34.2m)</td>
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<tr>
<td>= distribution according to the same mechanism as the overall market pool</td>
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<table>
<thead>
<tr>
<th>UEFA Europa League Surplus 2015/16: APPROX. €27M</th>
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</thead>
<tbody>
<tr>
<td>Proposed split as per surplus procedure in previous seasons:</td>
<td></td>
</tr>
<tr>
<td>60% Fixed Amounts (€16.2m)</td>
<td></td>
</tr>
<tr>
<td>= equal share for each group stage club (€335k/club)</td>
<td></td>
</tr>
<tr>
<td>40% Market Pool (€10.8m)</td>
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</tr>
<tr>
<td>= distribution according to the same mechanism as the overall market pool</td>
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</tbody>
</table>

**Solidarity for the Qualifying Phase Surplus 2015/16: APPROX. €6.5M**

Proportional distribution amongst 183 clubs in accordance to the number of qualifying rounds played.

### Proposed new basis for distribution

| GROSS REVENUE | €2'350 |
| NET REVENUE | €1'866.2 |

<table>
<thead>
<tr>
<th>UEFA Champions League Fixed Amounts Allocation (60%): 2015/16 vs. 2016/17(€k)</th>
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<tbody>
<tr>
<td>Allocation</td>
<td>GS Fee</td>
</tr>
<tr>
<td>2015/16</td>
<td>12'000</td>
</tr>
<tr>
<td>2016/17</td>
<td>12'700</td>
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<tr>
<th>UEFA Europa League Fixed Amounts Allocation (60%): 2015/16 vs. 2016/17(€k)</th>
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<tbody>
<tr>
<td>Allocation</td>
<td>GS Fee</td>
</tr>
<tr>
<td>2015/16</td>
<td>2'400</td>
</tr>
<tr>
<td>2016/17</td>
<td>2'600</td>
</tr>
</tbody>
</table>
Following a successful two-year trial period, the UEFA Youth League (UEL) took on a slightly different format in the 2015/16 season: whilst the UCL path was retained with the same format and system, a parallel path for the domestic youth champions was introduced. Via a survey, the 64 participating UYL teams expressed their satisfaction with the new competition format, which has led the UYL Working Group, composed of representatives from ECA, UEFA and European Professional Football Leagues (EPFL), to confirm the new model for the years to come.

NEW FORMAT

During the test phase, the competition mirrored the UEFA Champions League (32 clubs), whilst the new format also included the domestic champions of the top 32 National Associations. The new format gives more youth players experience of international football and assists them in their transition from the youth team to professional football. The UCL path has proven important given the benefits delivered to the competition itself, its visibility and appeal, as well as to the development of players (i.e. the experience of joint travel with the first team and the possibility of learning about the first team’s preparation methods).

GENERAL FEEDBACK

In general, the UYL is perceived very positively. The great majority of participating clubs are of the opinion that the UYL contributes in a positive way to the development of the players. Only the school constraints remain a concern to some of the clubs. However, it does not affect the overall satisfaction with the competition as all clubs would gladly participate in the UYL again.

SCHOOL CONSTRAINTS

91% No difficulties (58 teams)
9% Difficulties (6 teams)

COMPETITIVENESS

A great majority of UYL participants are very satisfied when it comes to the competitiveness of the competition. In fact, 50% of the UYL matches (Group Stage UCL path and R1+R2 Domestic Champion path) were only decided by a one goal difference. Also in comparison to the UCL, the UYL remains quite competitive.

HOW SATISFIED ARE YOU WITH THE COMPETITIVENESS OF THE UYL?

73% Very Satisfied (47 teams)
27% Satisfied (17 teams)

UYL COMPETITIVENESS

2015/16 Breakdown of goal difference per match

- Whole competition
- UCL Path
- DCH Path

Access List & Format of the Competition

66% Satisfied
34% Very Satisfied
59% Satisfied
38% Very Satisfied
3% Dissatisfied
NEW UEFA DISCIPLINARY REGULATIONS

Throughout the months of January to April 2016, UEFA and ECA had several meetings during which specific changes to the UEFA Disciplinary Regulations were discussed.

Although there was an open exchange, and consensus was reached on several proposed changes, UEFA was not prepared to consider amending the key articles of the regulations as proposed by ECA (Art. 14 – Racism, Art. 16 – Order & Security and Art. 17 – Determination of Disciplinary Measures). As a result, ECA will re-enter into discussions with UEFA with the goal of having a new version of the regulations approved for next summer.

The main changes to the new UEFA Disciplinary Regulations, which came into force on 1 June 2016, can be summarised as follows:

Art. 6 – Disciplinary Measures
• The ban on selling tickets in general has been narrowed down to a ban on selling tickets to supporters for away games.
• A sanction catalogue will be introduced as Annex 1, which will establish a bandwidth of sanctions that can be imposed, thereby already taking into account the effects of recidivism.

Art. 14 – Racism, other Discriminatory Conduct and Propaganda
• The scope of article 14 has been limited in that ‘all forms of ideological, political and religious propaganda’ have been removed from the provision. Such messages will now fall under article 16.2 – messages not fit for a sports event. This provides that ideological, political and religious propaganda are no longer subject to the standard (severe) sanctions stipulated in article 14 (e.g. partial / full stadium closure).

Art. 16.2 – Order and Security at UEFA Competition Matches
• UEFA initially aimed at extending the scope of the clubs’ (National Associations) liability for supporters’ misconduct occurring outside the stadium. Following ECA’s comments, UEFA restored the provision in its original wording.
• Clubs can no longer be sanctioned for disturbance by their fans during the UEFA competition anthems.

Art. 17 – Determination of Disciplinary Measures
• According to the previous regulations, in case of an article 14 offence (racism), the Disciplinary Body could only deviate from the standard sanctions in case of ‘exceptional circumstances’. This notion, ‘exceptional circumstances’, has been deleted in the new regulations, which state that standard sanctions can be reduced or increased based on ‘the circumstances of the specific case’. Although this provision is worded very generally, according to UEFA, this will allow the Disciplinary Chamber to create a new jurisprudence taking into account the specific facts and mitigating circumstances. As such, this enables them to step away from the three-step approach.

• A new provision has been included with regards to those offences related to article 16.2 letter e) which deals with the use of gestures etc. to transmit a message not fit for a sports event (e.g. banners) and provides that the responsible body may take into account immediate reaction as a mitigating factor (e.g. removal of a banner upon discovery).

Art. 19 – Recidivism
• The period taken into account to establish ‘recidivism’ has been decreased from five to two years for all offences related to order and security at UEFA matches (i.e. inappropriate behaviour of fans by means of field invasion, throwing of objects, fireworks, banners etc.). Although this decrease does not concern article 14 – racism, the decrease in time is a positive trend.

Art. 25.3 – Ethics and Disciplinary Inspectors
• Sanctions proposed by the ethics and disciplinary inspectors will be in line with the sanctions stipulated in the sanction catalogue.

Art. 66 – Matches behind Closed Doors
• Introduction of a new article on matches to be played behind closed doors which specifies (1) that each club can enter the stadium with a team delegation of 75 people, including players and (2) that 200 people holding top-category tickets from the away team / association can enter the stadium.

Match Delegates & FARE
• Upon ECAs request, UEFA will actively inform clubs on the possibility of contacting UEFA should they have any concerns regarding match delegates.
• UEFA will circulate a circular explaining the role of the FARE Network in more detail.
The ECA Player Release Analysis is a research study undertaken by ECA on the occasion of every major national team tournament. It highlights the number and origin of clubs involved in releasing players to the event providing a comprehensive analysis by club, league, National Association and Confederation. With more than 98% of all UEFA EURO players registered with a European club, the analysis highlights yet again the importance of European club football for the success of international football. The key facts and figures of the player release analysis for the UEFA EURO 2016 are as follows:

- **542 players** from a total of 552 (98.3%) are registered with European clubs.
- **215 clubs** were involved in releasing players to the UEFA EURO. 206 of them were from Europe.
- With **12 players** released from both clubs, Liverpool FC (ENG) and Juventus (ITA) released the highest number of players.
- **Manchester United FC** (ENG) released players to seven different national teams.
- **31 players** from the tournament were registered with clubs playing in the English Football League Championship. The English second-tier competition was the seventh league overall in terms of players released.

### QUALIFICATION PHASE

For the qualification phase (two prior seasons), the concept is to reward the actual release of the players. Each club that released a player to the national team for a qualification match will receive a fixed amount per player per game. This applies to all 23 players who appeared on the match sheet of a UEFA EURO 2016 qualification match, regardless of whether their national team qualified for the final tournament or not. The amount per player will be approximately €4,000 for national teams that played 10 qualification games and €3,400 for national teams that played 12 qualification games (group stage + play-offs).

### FINAL TOURNAMENT

For the final tournament, the reserved amount is broken down into a fixed amount per player per day (starting 14 days prior to the first match of the respective national team until the day after the last match of the team at the EURO), which will vary in compliance with the rationale of the FIFA training compensation categorisation per country (see FIFA Circular 1484), in order to better reflect the different levels of player remuneration. The expected average amount per player per day across the three categories will be approximately €5,800. The final total amounts for each club will be announced after the EURO tournament.

### MOST REPRESENTED CLUBS

<table>
<thead>
<tr>
<th>CLUB</th>
<th>NUMBER OF PLAYERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Juventus</td>
<td>12</td>
</tr>
<tr>
<td>2. Liverpool FC</td>
<td>12</td>
</tr>
<tr>
<td>3. Tottenham Hotspur</td>
<td>11</td>
</tr>
<tr>
<td>4. Manchester United</td>
<td>10</td>
</tr>
<tr>
<td>5. FC Barcelona</td>
<td>9</td>
</tr>
<tr>
<td>6. FC Bayern München</td>
<td>9</td>
</tr>
<tr>
<td>7. Fenerbahçe SK</td>
<td>9</td>
</tr>
</tbody>
</table>

A player release analysis was also undertaken for this year’s Copa América Centenario, held in the United States. The key facts and figures can be found in the appendix.

The full studies are available for download on the ECA Website, www.ecaeurope.com
VISION THROUGH INSIGHT
The structure and governance model of football's world governing body, FIFA, has come under scrutiny following criminal investigations of some of its key officials revealed in the past year. Following the pressure from stakeholders, media and the fans alike, FIFA has undergone a reform process with the aim of cleaning up its reputation, which has been severely damaged over recent years. The process has also led to the election of a new FIFA President.

**FIFA REFORM PROCESS**

Following the developments in the world of football that happened in 2015, FIFA has undergone a reform process to ensure that its operations and values adhere to good governance standards. A dedicated task force, entitled the ‘2016 FIFA Reform Committee’, chaired by Dr. François Carrard and composed of representatives from all Confedérations, was tasked to review and restructure the existing FIFA governance model.

**MAIN REFORMS**

The main aspects of the reforms can be summarised as follows:

1. **Separation Between Political and Management Functions**
   - The FIFA Council (replacing the FIFA Executive Committee) will be responsible for setting the organisation’s overall strategic direction, while the General Secretariat oversees the operational and commercial actions required to effectively execute that strategy.

2. **Football Stakeholders Committee**
   - A new committee was introduced to ensure greater transparency and inclusion through broader stakeholder representation, including players, clubs and leagues. The Football Stakeholders Committee will count on the support of the Professional Football Department. The Committee is chaired by Ramon Jesurun (President of the Colombian FA) and ECA Chairman Karl-Heinz Rummenigge was appointed Deputy Chairman.

   The reforms were approved by the Extraordinary FIFA Congress in February 2016 and were incorporated into an amended version of the FIFA Statutes.

   Whilst a number of reforms are important and necessary steps in helping FIFA’s institutional structure become more transparent and accountable moving forward, the reforms relating specifically to governance are missing the involvement and greater recognition of all stakeholders. As repeatedly highlighted over the years, clubs have the legitimate right to play a decisive role in football governance and occupy a position reflective of their significant contribution to the game. The fact that clubs invest heavily in the development of players that are eventually made available to National Associations, (note: more than 75% of the 2014 FIFA World Cup players were released by European clubs), must be recognised. In ECA’s opinion, the creation of a football stakeholders’ committee does not sufficiently address the lack of proper and meaningful stakeholder participation in FIFA’s decision-making process.

   The signing of the 2015 Memorandum of Understanding between ECA and UEFA, whereby two club representatives now sit at the UEFA Executive Committee table, is proof that the existing football governance structures can adapt to 21st century standards allowing for more inclusiveness, transparency and democracy.

   FIFA must open its doors to key stakeholders, such as clubs, players and leagues, offering them meaningful and direct involvement when it comes to decisions affecting the professional game. As the world governing body, FIFA bears responsibility for the management and development of the game, which requires it to take into account the interests of stakeholders beyond its member associations. The interest of the game must be put back into the forefront.

Furthermore, it must be noted that the reform committee also recommended increasing the number of participating teams in the FIFA World Cup from 32 to 40. The fact that such a recommendation came without prior consultation with the clubs (in full knowledge of the impact this would have on the professional club game), is proof that the reforms are not at the required standard for a new and modern FIFA. Whilst no final decision has been made yet in this respect, a consultation process with all stakeholders is expected to take place before the end of 2016. The clubs acknowledge the importance of national teams for each country and, in particular, the federations. However, the healthy balance between club and national team football must not be put at risk. The burden imposed on players has reached its limits and football stakeholders must not neglect the healthy balance purely out of self-interest.

**ELECTION OF A NEW FIFA PRESIDENT**

Further to the resignation of former FIFA President Joseph S. Blatter, an Extraordinary FIFA Elective Congress took place in Zurich on 26 February 2016. On this occasion, former UEFA General Secretary Gianni Infantino was elected by the present FIFA Member Associations as the new President of FIFA for the remainder of the current term of office until 2019. He was elected as the ninth FIFA President after the second ballot with 115 of 207 total votes (the member associations of Indonesia and Kuwait could not vote due to their respective suspensions). In line with the FIFA Statutes, his mandate started immediately upon conclusion of the Congress.

ECA congratulated Gianni Infantino on his election as FIFA President and thanked him for the constructive and reform-oriented cooperation in recent years in his capacity as UEFA General Secretary. It goes without saying that ECA expects to cooperate with him as FIFA President in the same transparent, democratic and fruitful manner as during his time at UEFA.
TRANSFER MATTERS

LEGAL ACTION BY FIFPRO
In September 2015, FIFPro filed legal action against FIFA, in the form of a competition law complaint lodged with the Directorate General for Competition of the European Commission in Brussels, challenging the global transfer market system governed by FIFA’s regulations as being anti-competitive, unjustified and illegal.

By targeting FIFA’s Regulations on the Status and Transfer of Players (RSTP), FIFPro has asked the European Commission to explore the critical argument that the transfer regulations prevent clubs from fairly competing on the market to acquire sporting talent, harming the interests of players, small and medium sized professional teams and their supporters. FIFPro therefore suggested abolishing transfer fees and replacing them with a collective bargaining system. Although concerned by FIFPro’s decision, ECA remains open to hold further discussions with FIFPro on the issue within the appropriate institutional framework.

CHANGES TO THE REGULATIONS ON THE STATUS AND TRANSFER OF PLAYERS
On the 15th of March, a meeting of the FIFA Players’ Status Committee (PSC) took place at the FIFA HQ where several changes to the FIFA RSTP were proposed and discussed. ECA was represented by Executive Board Member, Edwin van der Sar.

The following topics were presented, discussed and agreed:

Annexe 1 of the RSTP – Release of Players to the National Team
Over the past years, FIFA has sought to ensure consistency as to which judicial body is competent to hear disputes emanating from this annexe. To this extent, the responsibilities of the FIFA PSC has shifted to the FIFA Disciplinary Committee and some changes have taken place accordingly. However, the PSC remains the appropriate body to take actions against National Associations whose players return too late from international duty, although with the new changes, monetary fines can no longer be imposed on associations in this respect.

Additionally, the PSC agreed to clarify Article 5 of Annex 1, which already contained the principle, but would now read more clearly, that players who were unable to comply with a call-up of a national team would automatically be restricted from playing for their club for five days.

Eligibility to Play for Representative Teams – Change of Association – New Country
The PSC was asked to discuss how FIFA should deal with the players’ right to change associations in case of an admission of a new FIFA member association following the creation of a new country or territory. The PSC agreed that when a new member would be admitted to FIFA, players could in principle be allowed to change eligibility and play for that new member. However, it was agreed that the PSC should deal with such requests on a case-by-case basis and that it was not necessary to create a regulatory basis in relation hereto.

Protection of Minors – Article 19 of the RSTP
The PSC agreed to codify the existing jurisprudence and add a new exception to the general prohibition of the transfers of minors, whereby players, who have lived continuously in a country of which they do not have the nationality for five years or more, can be registered for a club in that country. Besides, the PSC agreed that National Associations should be able to request the registration of minor players in FIFA Transfer Matching System (TMS) in relation to exchange students, refugees and asylum seekers rather than having to do so by fax. The FIFA Executive Committee agreed with the proposals stemming from the FIFA PSC and approved the changes to the regulations at its meeting in March 2016. The changes came into force on 1 June 2016.

On the occasion of the 66th FIFA Congress in May 2016, FIFA President Gianni Infantino announced the appointment by the FIFA Council of Fatma Samoura Diouf Samoura (Senegal) as FIFA’s new Secretary General, the first woman and African to hold this post. Ms. Samoura previously worked for the United Nations and took up her work as FIFA Secretary General in June 2016.

PROFESSIONAL FOOTBALL DEPARTMENT
In line with the agreement reached between ECA and FIFA in March 2015, the FIFA Professional Football Department was created. The department, which has been operational since the beginning of 2016, aims to better engage with football stakeholders such as clubs, leagues and players. The department has the mandate within FIFA to be the main contact point for the stakeholders in order to fully assist and communicate on a regular basis with their representatives, ensure coordination with the other FIFA departments when dealing with professional football issues, and finally, facilitate dialogue and mutually agreeable solutions between the stakeholders, which can then be submitted to FIFA decision-making bodies.

In this regard, the Professional Football Department established the Semi-Formal Professional Football Stakeholder Forum. This is a platform that allows for open discussion and an exchange of views with stakeholders and develops potential solutions in a coordinated manner. The Forum is not a decision-making body, but an arena in which stakeholders may express opinions openly. The stakeholders are of the view that there must be a separation of roles between the technical and political level. The Forum will ensure enhanced cooperation and enable the stakeholders to pragmatically develop proposals for the consideration of FIFA decision-making bodies, including the Football Stakeholder Committee once its membership is agreed and it becomes operational. The Forum has already met twice since the beginning of the year, with ECA represented at meetings by Board Member Theodore Giannikos and Senior Strategic Advisor David Frommer.
FIFA CLUB PROTECTION PROGRAMME

This below information provides a further overview of the FIFA Club Protection Programme (FIFA CPP) for the period starting from 15 May 2012, until 31 December 2015. The period under review spans three and a half years with cover provided for FIFA International Match Calendar dates and tournaments including UEFA EURO 2012™ and the 2014 FIFA World Cup Brazil™. It must be noted that tournaments that have taken place in 2016, such as UEFA EURO 2016, COPA AMERICA CENTENARIO 2016 and the RIO DE JANEIRO OLYMPIC GAMES 2016 football tournaments for men and women are not included in the statistics below.

Furthermore, it must be highlighted that the number of claims constituting the sample group of this report still remains limited, and it is likely that a truer picture of the claims will only start to appear when the CPP has been in place for a longer period of time. Hence, the value of the analysis must be considered in this context.

LOSS STATISTICS

The following statistics are based on the players lost to injury while on international duty starting from 15 May 2012, until 31 December 2015.

Number of reported losses in total

Losses admitted (including 13 without prejudice and 13 with prejudice and 13 compromise settlements) 190
Losses pending (including 10 losses pending agreement) 35
Losses falling within 28 days excess period 11
Losses falling outside programme criteria 15
Losses declined (due to late notification) 1

Daily salary of injured player (EUR)

Lowest salary 23
Highest salary 37,355

Social Security Charges (%)

Lowest 0
Highest 50

Injury Distribution

Affected parts of the body

Number of cases %

Leg & Foot 194 81.05
Upper body (from shoulders to waist) 30 15.79
Head & Neck 6 3.16
Total 190 100.00

Spread of Clubs Claiming

There has been a constant growth of new clubs claiming under the Programme, with those having claimed to date originating from 39 countries. The total number of clubs with at least one loss under the Programme is 113.

Accident Year Total of clubs claiming New clubs claiming Total

2012 34 24 58
2013 32 27 61
2014 41 25 66
2015 44 27 113

Number of Injured Players by Nationality

The table on page 47 details the top 16 countries by player nationality, from which there are least four claims. In addition, three or fewer claims were received from each of the following player countries:

- Australia, Czech Republic, Jamaica, Republic of Ireland, Colombia, Denmark, Japan, Russia, Costa Rica Ghana, Mexico, USA, Cote d’Ivoire, Guatemala, Peru (three claims), Armenia, FYR Macedonia, Israel, South Africa, Belarus, Greece, Moldova, OR Congo, Honduras, Northern Ireland, Finland, Hong Kong, Portugal (two claims), Austria, Egypt, Morocco, Sweden, Bangladesh, Estonia, Nigeria, Team GB London 2012 Olympics, Belize, Georgia, Norway, Turkey, Cameroon, Guinea, Panama, Ukraine, Canada, Hungary, Romania, Wales, Cape Verde Islands, Iceland, Scotland, Croatia, Liberia, Serbia (one claim).

Number of Injured Players by League

The number of players injured by league is led by the English Premier League and closely followed by Italy’s Serie A, the German Bundesliga, Spain’s La Liga and France’s Ligue 1. In addition, one claim was reported from clubs in the following national leagues:

- 2. Bundesliga (Germany), Albanian Superliga, Allsvenskan, Arany Ászok Liga, Azerbaijani Premier Football Group, Campeonato Brasileiro Série A, Chilean Primera Division, Eerste Divisie/Dutch League, English Championship, FA WSL, 3. Liga (Germany), Japanese J2, Liga Portugal, Macedonian First Football League, Paraguayan Primera Division, Parusian Primera Division, Scottish Third Division, South Africa PSL, Superleague Greece.

RESPONSE QUALITY

The quality of information provided by the clubs, of the type detailed in the Technical Bulletin, still remains varied. Generally, those clubs that participate in the UEFA Champions League have provided clear and comprehensive information in a timely manner. It is still necessary to issue a number of reminders in several cases in order to obtain appropriate responses from the club and quite common for provision of any such information to require at least one chasing contact.

RECOMMENDATIONS TO CLUBS

Whilst the Programme has now been in place for almost four years, FIFA remains keen to implement appropriate improvements to ensure clarity in relation to the protection provided, and to deliver a claims process that ensures all valid claims continue to be paid as promptly as possible. Whilst the full details, including definitions, can be found in the Technical Bulletin of the FIFA CPP, the following comment should assist in the effective submission and administration of any claims.

Overall, it is important to note that it is a Condition Precedent, section 2.d) of the Technical Bulletin applying, that compensation will be paid only if:

- “2. The association, the football club and the football player fully cooperate with FIFA or entities appointed by FIFA for the handling of the loss.”

The association and the football club must assist and cooperate with obtaining and/or providing any other records/documents deemed necessary to evaluate the incident or loss. This includes, but is not limited to, a copy of the signed employment contract of the football player, pay slips, calculation of social security charges, and proof of salary payment. Where cooperation is not forthcoming, no compensation will be paid.
The new ECA Club Management Programme (CMP) is designed and organised by ECA and aims to strengthen the knowledge of ECA Member Clubs in all areas of club management. The participants taking part in this programme, made exclusively for clubs and by clubs, will gain an insight into all aspects of football club management in a learning environment created firmly with the content created for the ECA Club Management Guide published in 2015, ECA is now offering an additional platform to clubs for the sharing of club management knowledge and expertise: the ECA Club Management Programme (CMP).

The programme, which started in January 2016, runs over 18 months and is split into six two-day seminars taking place in different cities across Europe, each dealing with a different topic of club management. The seminars are a mix of academic lectures, talks from professionals, case studies from club executives, as well as interactive working group sessions. The objective is for the participants to gain a clear view of how the club football industry operates and to learn how to deal with the specific challenges and issues that the industry is facing. The target group for this education programme is the middle and top management staff of clubs from small and medium National Associations who wish to get a wider and more detailed perspective and expertise: the ECA Club Management Programme (CMP).

The CMP has been developed in collaboration with ECA's academic and strategic partners to ensure that the best learning methods and environments are offered to the participants to enhance their knowledge. This allows the transfer of information and skills from the experts aiming to promote reflection, analysis and discussion amongst the participants. Throughout the programme, various learning and teaching methods are used to allow the participants to understand and improve their knowledge of club management. As a key component of learning, the seminars encourage group participation and discussion, and enable participants to voice their ideas and opinions. It is very important to underline that all CMP participants are experienced professionals in their own field. As a result, they are as much responsible for the content and delivery of the programme as the guest speakers and academic lecturers.

Further to requests from ECA Member Clubs and as a follow-up to the first ECA Club Management Guide published in 2015, ECA is now offering an additional platform to clubs for the sharing of club management knowledge and expertise: the ECA Club Management Programme (CMP).

KEY OBJECTIVES
- To strengthen the knowledge of ECA Member Clubs in all areas of club management and provide the participants with a range of tools that are beneficial for their personal development and which they can implement within their respective club
- To offer a comprehensive overview of all aspects of club football management
- To understand how the club football industry operates and fits within the overall pyramid of sport
- To learn how other clubs and industry professionals are dealing with industry-specific challenges and issues
- To transfer the knowledge gained into their own operational and managerial environments for the benefit of the entire football industry
- To provide participants with the opportunity to form strong professional networks that can last a lifetime

SYLLABUS
The syllabus of the CMP is primarily based on the topics discussed and analysed within the Club Management Guide. Each of the six seminars is based on a different topic relating to club management. The syllabus was designed jointly by the Organisational Team and the Scientific Panel and aims to provide the participants with a 360° understanding of club football management, its integral elements and complex inter-relationships.

Organisational Team
The Organisational Team designs, plans and supervises the CMP, including its structure and syllabus. They are in charge of the overall running of the programme and seminars to ensure it meets the needs and expectation of the participants. The team includes:
- Olivia Jarosz, CMP Manager
- Konstantin Kornakov, Club Expertise Manager
- Ian Richardson, Director of Executive Education and Director Strategic Public & Political Marketing, Stockholm Business School, Stockholm University
- Campbell Ogilvie, Former President of the Scottish Football Association, Director of Rangers FC and Managing Director of Heart of Midlothian
- Bledard Hoxha, ECA Head of Administration who reports to the ECA Executive Board on behalf of the Scientific Panel

The seminars are a mix of academic lectures, talks from professionals, case studies from club executives, as well as interactive working group sessions. The objective is for the participants to gain a clear view of how the club football industry operates and to learn how to deal with the specific challenges and issues that the industry is facing. The target group for this education programme is the middle and top management staff of clubs from small and medium National Associations who wish to get a wider and more detailed perspective and expertise: the ECA Club Management Programme (CMP).
PARTICIPANTS

The Class of 2016 is composed of 40 participants coming from 31 different countries. The group represents a wide range of different professional backgrounds and experiences.

CLUB MANAGEMENT PROGRAMME EDITION N°1

Since the beginning of 2016, three sessions of the Club Management Programme have taken place. In order to reduce the risk of clashes with club responsibilities and allow all participants to attend every session, the seminars take place during the national team (international) breaks according to the international match calendar.
SESSION ONE – LEADERSHIP & STRATEGY
18-20 January 2016 | Allianz Arena, Munich

Objectives of Session One
• To learn about the science behind leadership and strategic management
• To hear from industry leading clubs about their views on leadership
• To learn how and why clubs develop individual visions and strategies
• To find out what key roles and functions exist in club management
• To develop an understanding of leadership and developing club strategies

Speakers
• Ferran Soriano, CEO Manchester City Football Group
• Bernhard Heusler, Chairman FC Basel 1893
• Bart Verhaeghe, President Club Brugge
• Aki Riihilahti, CEO HJK Helsinki
• Piotr Rutkowski, Vice President KKS Lech Poznań
• Pr. Ian Richardson, Stockholm Business School, Stockholm University
• Martin van Rensch, Deloitte Netherlands Football Group

SESSION TWO – SPORTS ACTIVITIES
22-23 March 2016 | Grand Stade, Lyon

Objectives of Session Two
• To explore topics such as decision-making, risk management and human skill development
• To understand how clubs organise their football departments and youth academies, split responsibilities within the football structures, approach player development and organise recruitment systems
• To learn from professionals about the responsibilities of a sports director, the different coach education mechanisms and the use of technology or sports analytics
• To gain practical understanding of how a club plans its football activities

Speakers
• Jean-Michel Aulas, Chairman Olympique Lyonnais
• Rasmus Ankersen, Chairman FC Midtjylland
• Paulo Leitao, Technical Director Sporting CP
• Jesus Arroyo, Head of Legal & Football Department Sevilla FC
• Damien Comoli, Former engagements as Coach, Scout and Sports Director
• Donald Park, Scottish Football Association
• Prof. Mark Williams, Brunel University
• Prof. Ruud Koning, Groningen University

SESSION THREE – BUSINESS ACTIVITIES
31 May-1 June 2016 | Estádio do Dragão, Porto

Objectives of Session Three
• To increase the participants’ understanding of what a market is and how sponsorship can become strategic
• To find out how clubs organise their commercial operations
• To learn the index of the trade from some of the most creative clubs in the areas of marketing, commerce, sponsorship and revenue generation
• To learn how to carry out market analyses and find out how marketing and communication are inherently linked

Speakers
• Adrian Filbry, Commercial Director Celtic FC
• Tiago Gouveia, Marketing Director FC Porto
• Stephan Poelmans, Commercial Director KRC Genk
• Stanislav Todorov, Director of Marketing and Sales PFC Ludogorets Razgrad
• Prof. Simon Chadwick, Salford University Manchester
• Prof. Ian Richardson, Stockholm Business School, Stockholm University
• Paulo Almeida, Thing Pink
NEW MEMBERSHIP CYCLE

For the start of the new ECA Membership Cycle 2015-17, the ECA Women’s Football Committee (WFC) was pleased to welcome several new members, bringing the total number of member clubs up to 30. With Elitfotboll Dam from Sweden, the WFC also counts one new club association as member.

The ECA WFC members for the 2015-17 cycle are as follows:

**UEFA WOMEN’S CHAMPIONS LEAGUE**

Following a recommendation from the ECA Women’s Football Committee, the UEFA Finance Committee decided to increase the amount of the contribution towards clubs’ travel expenses, effective as from the 2015/16 UEFA Women’s Champions League season.

For each round played from the qualifying round, up to and including the semi-finals, UEFA will pay each participating club the following contribution towards the team’s travel costs based on the direct flight time (calculated on the basis of a direct commercial or charter flight between the departure and final destination airport):

- **€12** when the direct flight time is up to 2h30
- **€17** when the direct flight time is more than 2h30 and up to 5h
- **€20** when the direct flight time is more than 5h

The 2015/16 season proved to be a very important one for the development of women’s football at club level. Not only has the ECA Women’s Football Committee (WFC) continued its work, notably with the creation of a specialised Task Force, but also with the organisation of the first-ever ECA Workshop fully dedicated to Women’s Club Football. This took place on International Women’s Day, with over 50 participants attending the event. Given the success of the event, another workshop will be organised in the 2016/17 season.

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ECA WOMEN’S FOOTBALL COMMITTEE TASK FORCE

In order to better support the work of the WFC, an ECA WFC Task Force was created under the supervision of the WFC Chairman Jean-Michel Aulas. The Task Force, composed of eight members, was notably set up to deal with and evaluate:

- Calendar items
- Format of the UWCL competition
- Promotion of women’s club football, using experience from the National Associations and clubs
- Elaborate plans of development

The first meeting of the Task Force was held on the occasion of the UEFA Women’s Champions League Final in Reggio Emilia, Italy, at the end of May.

ECA WORKSHOP ON WOMEN’S CLUB FOOTBALL

Held on International Women’s Day, the first ECA Workshop on Women’s Club Football reunited over 55 participants from 22 different countries in Barcelona on 8 March 2016.

Organised at La Masia – Centre de Formació Oriol Tort in collaboration with FC Barcelona Femení (ESP), this first-ever workshop dedicated to women’s club football saw the participation of representatives from 35 different clubs, two European leagues, as well as officials from both FIFA and UEFA.

Women’s football has been high on ECA’s agenda ever since the creation of the ECA WFC in 2013. Since then, ECA has been committed to promoting women’s club football and to establishing a dialogue with the relevant stakeholders at European and global level. As a key element to this strategy, ECA decided to organise this one-day event with the objective of reuniting clubs, leagues and football governing bodies in order to share experiences, knowledge and best practices, and to build constructive dialogue on the topic.

Focused mainly on organisation, strategy and crisis management, the ECA Workshop on Women’s Club Football featured three case studies. Each was followed by a Q&A session during which the audience was able to share ideas and experiences related to the different topics. A lively panel discussion and a tour of the Academy facilities used by the women’s team, as well as all FC Barcelona’s youth teams, concluded the day.

Following the opening speech and welcome words by FC Barcelona Vice-President Jordi Mestre and ECA General Secretary Michele Centenaro, the workshop kicked off with the case study of FC Barcelona Femení (ESP), presented by Markel Zubizarreta, who went through the history of the women’s section of the club. He notably detailed the opportunities and challenges of setting up a women’s football section within a men’s football club.

In the afternoon, the second case study illustrated the current situation in Sweden, with Maria Hagström, Club Manager of Linköpings FC (SWE), explaining the strategy adopted to encourage an evolution of the interest towards women’s football in the country. The third and final case study, provided by FC Twente Vrouwen (NED) President Yme Drost, focused on crisis management in a women’s section of a men’s football club.

Finally, following a short networking break, a panel discussion on strategy for modern women’s football clubs took place. Two of the three previous speakers returned on stage, accompanied by Viola Odebrecht from the VfL Wolfsburg Frauen Youth Department (GER), and Linda Wijkström, General Secretary of Elitfotboll Dam and ECA WFC Vice-Chairwoman, in what proved to be a very lively and rewarding panel debate.

Similar to previous ECA Workshops, the first ECA Workshop on Women’s Club Football turned out to be a great success. Accordingly, the next ECA Women’s Workshop will be held in Florence on International Women’s Day 2017.

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The 15th ECA General Assembly held in Geneva on 8 September 2015 coincided with one of the major peaks of the biggest refugee crises faced by Europe since the Second World War. Reunited in Switzerland for the association’s biannual event, the ECA Executive Board and member clubs present, being aware of the important societal role played by European football clubs, decided to take action in support of the refugee crisis.

As a result, based on an initial idea launched by ECA Member Club FC Porto, ECA asked the 2015/16 UEFA Champions League and UEFA Europa League Group Stage participants to donate €1 for every ticket sold during their first European home match. ‘90 Minutes for Hope’ campaign involved clubs from across the continent and was complementary to the many projects already undertaken by clubs individually at local, regional and national level.

The response of the ECA Member Clubs during the first two match days of the UEFA Champions League and Europa League was overwhelming, not only in terms of the amounts donated, but also the coverage generated on social media and in the press, as the clubs actively promoted their participation via their websites and social media channels.

With no time to waste, a few days after the General Assembly and in time for the start of the 2015/16 UEFA Club Competitions, ECA sent all the necessary information regarding the brand new ‘90 Minutes for Hope’ campaign to its member clubs, including a visual identity package and the official #90minsForHope hashtag to be used across social media.

The 90 ‘Minutes for Hope’ campaign was launched in September 2015 in support of the current refugee crisis in Europe and was successfully concluded at the beginning of December. Thanks to this first-ever joint charity initiative, European clubs raised €1.3 million for Save the Children and UNICEF to assist their efforts helping child refugees across Europe.
of € 1.3 million to Save the Children and Arsenal FC, ECA presented a cheque
League match between Olympiacos FC and Arsenal FC, ECA presented a cheque

CHEQUE HANDOVER

On 9 December, three months after
the launch of the ‘90 Minutes for Hope’
campaign, at the UEFA Champions
League match between Olympiacos FC
and Arsenal FC, ECA presented a cheque

UNICEF & SAVE THE CHILDREN RESPONSES

More than 1.2 million refugees have
arrived in Europe since 2015, 20% of
whom are children. The ECA donation was
allocated by Save the Children & UNICEF
to programmes across Europe, both in
countries where children are on the move
and in countries of final destination.

Their support includes, but is not limited to:

• The distribution of winterisation
goods such as blankets and winter
clothes. More than 25'000 children
benefited from this in Greece and
45'000 in Croatia.

• The establishment of child-friendly
spaces and the provision of recreational
and educational activities for refugee
children, helping them regain a certain
degree of normality. Over 8'000 children
were able to rest and play in child-
friendly spaces with child and family
support hubs in nine locations in the
former Yugoslav Republic of Macedonia,
Serbia, Croatia and Slovenia.

• The construction of special shelters
for unaccompanied minors, and for
mothers and their children. Over
25'000 children were supported
in Serbia alone.

• The provision of dignity and baby
kits, supplementary feeding and other
supplies for populations on the move.
In Serbia, 3'000 babies received baby
hygiene kits containing items such as
baby powder, baby shampoo, baby oil,
a small towel and a bath towel, as well
as baby underwear, baby pyjamas, nail
cippers, cotton wool, and moisturising
cream. In Turkey, 12'000 children
received non-food items.

• The provision of water and sanitation
in reception centres or holding
areas and public health information.
A back-up water supply to the transit
centre in Tabanovce, the former
Yugoslav Republic of Macedonia,
was provided and in Gevgelija, a toilet
block and septic water tank system
was constructed.

• The provision of medical and legal
assistance. Over 74'000 children in
Croatia, Turkey and Serbia received
psychosocial support in family support
hubs, child-friendly spaces and mother
and baby corners.

• Technical assistance to strengthen
family tracing and reunification efforts
and the implementation of best interest
determinations. 4'300 children have
been reached, including more than
3'700 unaccompanied children in Italy.

• Technical assistance to strengthen
the capacity of front line workers, including
health workers, social workers and
NGO staff. 147 frontline workers have
been reached, including more than
3'700 unaccompanied children in Italy.

• The construction of special shelters
for unaccompanied minors, and for
mothers and their children. Over
25'000 children were supported
in Serbia alone.

The support will continue throughout
2016, and ECA would like to warmly
thank you ECA!

On behalf of the refugee
children in Europe, I’d like to
express our deepest gratitude
to the European Club
Association for their precious
contribution, which helped
us to protect many children
in need, having fled violence
and destruction in their home
country and coming to Europe
with no means to face the harsh
winter months.

Elsbeth Müller
Executive Director of UNICEF Switzerland
The last 12 months have seen the EU and its institutions continue to actively engage in various matters impacting football. With the crisis of governance which engulfed football in 2015 and the changes in leadership at both FIFA and UEFA that have followed, the EU has been active in applying pressure to ensure that the future management and direction of the game meets 21st century governance standards. Throughout this time, ECA has engaged actively and directly with the main decision-makers within the EU dealing with sports matters. These decision-makers see ECA, as an important and constructive partner in ensuring the continued development of the game.

### RELATIONS WITH THE EUROPEAN COMMISSION

At the heart of ECA’s engagement with the EU is the relationship it enjoys with the European Commission (EC), the EU’s Executive branch. Following on from the first meeting in 2015, EU Sports Commissioner Tibor Navracsics paid a visit to ECA Chairman Karl-Heinz Rummenigge at FC Bayern München headquarter in February 2016, to discuss the core topics impacting club football. The high-level discussions focused on developments at FIFA and UEFA, the EU’s on-going work in the area of the Digital Single Market, the views of ECA on the current transfer system, clubs’ continued work in the field of CSR, and their support for the EU’s Week of Sport. This second meeting in less than a year, is evidence of the strong ties that link ECA to the EC.

In September 2015, FIFPro lodged its complaint against FIFA’s transfer system with the EC’s Competition Directorate. The player’s union claims that the current rules agreed by FIFA and the EC back in 2001, violate competition rules and in particular that the concept of contractual stability undermines the core of the EU’s Competition rules. Given the centrality of the transfer system to club football, ECA is keeping a very close watch on the developments of this issue and is in regular contact with the relevant departments within the EC to ensure that they are aware of the clubs’ views on all matters and aspects governing the system. FIFPro has also been lobbying the EU extensively following its decision to launch its complaint; organising a number of events in Brussels to highlight what it believes are the flaws with the current transfer rules.

### DIGITAL SINGLE MARKET

Throughout 2015 and 2016, the EC also continued to present policy and legislative proposals regarding the development of the Digital Single Market, one of its priority areas. The aim is to create a borderless and obstacle-free digital market with consumers able to access and purchase quality online content at a fair and affordable rate, irrespective of where they come from or where they reside. This policy agenda is important to football, as the sale of media rights is a very significant revenue generator for the development of the club game. ECA, alongside other members of the football family, has liaised closely with the EC to ensure that any policy developments do not negatively impact the game. Significantly, in May, the EC acknowledged the importance of ensuring the continued sale of sports media rights on a territorial basis by omitting sports from the scope of a regulation targeting unfair geo-blocking practices. This followed on from the December 2015 regulation which ensured that consumers could only purchase rights to sports events from their country of residence on the condition that they could access the services acquired at a high quality level while travelling throughout the EU. This move will ensure the protection and overall value of sports media rights – something ECA was keen to see maintained.

The coming months will likely see further developments in this area. ECA and its fellow football stakeholders will need to remain vigilant and continue to make their voice and opinions heard and accepted by policy makers, to ensure that policy and legislative outcomes protect the value of sports content available through digital means.

### INTERMEDIARIES

The EC also continues to closely follow developments relating to intermediary activities. It is especially interested in how the implementation process of the new intermediary regulations has evolved and problems that may persist. In light of this, a meeting was organised in February at which all major football stakeholders were invited to share their views. Based on some research organised by the Legal Advisory Panel, ECA was able to provide strong evidence of deficiencies that clubs believe require tackling, to ensure that FIFA’s regulatory framework governing the work of intermediaries meet the objectives sought by the entire football family. Upon the request of the meeting participants, a detailed written paper which backed up the opinions presented by ECA at the February meeting, was sent to the EC in May. The EC is in the process of further evaluating the views of stakeholders before deciding if/how it may proceed with this matter.

### EU SPORT FORUM

The annual EU Sport Forum is the largest gathering of EU civil servants, politicians and representatives from the world of sport. It allows for open debate around key topics of the day. This year’s event took place in The Hague, The Netherlands on 9-10 March. The main focus was Good Governance, the EU’s Digital Single Market and the role of Sport in supporting the integration of refugees and migrants fleeing war and poverty. Arsenal FC’s Director of Communications, Mark Gonnella, presented the work his club is undertaking alongside Save the Children and highlighted the success of ECA’s ‘90 Minutes for Hope’ campaign which saw ECA Members donate €1.3 million to support refugees. He also outlined in a more general sense the work of ECA in the field of CSR.

### RELATIONS WITH EU GOVERNMENTS

EU Parliaments also meet regularly to discuss sports issues. The Council of Europe (a body which includes Parliamentarians from 47 European countries but is not an EU Institution), has established a number of Expert Groups covering EU Sports policy as part of its work programme for 2014-17. These expert groups bring together representatives from Sports Ministries from across the EU along with key stakeholders. ECA enjoys the status of ‘observer’ and participates actively in three Expert Groups, which deal with issues such as good governance, match-fixing and the economic dimensions of sport. All three Expert Groups are expected to finalise their work and issue recommendations by the second half of 2016.

The Council of Europe continues to work extensively on matters of interest to football. In April 2015, the Parliamentary Assembly of the Council of Europe adopted a resolution on the Reform of Football Governance. This was highly critical of FIFA and requested that the governing body undertakes urgent and significant structural reforms. ECA was consulted regularly by the authors of the resolution in the lead-up to its formal adoption. Subsequently, the Council of Europe is set to build on this work and begin working on a new Report on ‘Good Football Governance’ that should lead to a resolution towards the end of 2016 or in early 2017. The report’s author, Ms. Arne Brasseur, has requested that ECA offers its views and input to help her formulate it. A number of meetings are expected in the coming months as ECA offers its views on FIFA’s reforms and the governance issues that remain at national level, including a lack of meaningful club input with National Association decision-making structures.
The ECA Administration has built strong relations with the Intergroup’s leadership and meets regularly both informally and formally to exchange views and ensure that its members are fully aware of the clubs’ positions on key issues attracting the interest of the EU.

On 20 April, ECA organised a roundtable with the Sports Intergroup. ECA Executive Board Members Ivan Gazidis and Edwin van der Sar, alongside ECA General Secretary Michele Centenaro, presented the ECA perspective on key topics. Much of the focus of the discussion centred on the topic of good governance and the transfer system. On good governance, ECA stressed the need for FIFA to build on its initial phase of reform to develop a system that offers tangible results including proper stakeholder involvement within the main decision-making bodies. The MEPS strongly backed ECA’s demands and were adamant that they would continue to apply pressure on FIFA to come up with the required reforms to modernise its governance model.

On the transfer system, ECA wanted to offer an alternative vision to the one MEPS have been fed by FIFPro. Emphasis was given to the fact that the 2001 agreement between FIFA and the EC offered a balanced outcome, which acknowledged that contractual stability was a legitimate objective to pursue. In addition, the point was made that contractual stability was an objective that would offer significant value and protection to players themselves, and that many ECA Member Clubs depended heavily on the transfer revenue to develop their clubs at all levels, including large infrastructure projects.

The meeting allowed ECA to offer some really detailed insight on matters of importance to politicians so that they could have a better understanding of the realities clubs are faced with. The discussion was open, constructive and engaging, with the MEPS raising a number of direct and interesting questions. It was agreed that such dialogue would take place annually.

**EU SOCIAL DIALOGUE**

**EU SOCIAL DIALOGUE**

During the 2015/16 season, Social Dialogue discussions focused mainly on the further implementation of the minimum requirements in the Standard Player Contracts, as developed in the Autonomous Agreement signed by the European Social Partners (ECA, EPFL, FIFPro division Europe and UEFA) back in 2012. In addition, ECA proposed to focus on the possible creation of a register for intermediaries as of the 2016/17 season. The working group in charge of the implementation of the minimum requirements finalised its round of country visits throughout Europe in the second half of 2015. It became clear that the two most recurrent issues in the implementation process at the domestic level are the composition of the National Dispute Resolution Chamber (NDRC) and the use of civil contracts. The European Social Partners acknowledged that the National Associations have an important role to play in the implementation of the minimum requirements, particularly with regards to the equal composition of the NDRC. Regarding the use of civil contracts, the Social Partners agreed to commission a study which would look into the (legal) burdens for the transition from civil to employment contracts in five different countries (Croatia, Czech Republic, Poland, Romania and Slovenia). FIFPro puts pressure on the other Social Partners in order to speed up the implementation process and wants to find ways to sanction national partners (the clubs in particular) in case no implementation has taken place. ECA and the other Partners refused this idea, but agreed to look into a stricter follow-up of the implementation in certain priority countries.

The Social Partners agreed to look into other possible topics, which would be covered under the Social Dialogue umbrella. The only proposal, which was retained so far, came from ECA.

**DEVELOPMENTS AT THE EUROPEAN PARLIAMENT**

A number of Members of the European Parliament (MEPs) with a keen interest in Sport, have set up a Sports Intergroup. Despite not having powers to formally shape the EU’s sports policy, its influence is not negligible.

The last 12 months has also seen continued regular contacts between ECA, Forum Club Handball (FCH) and Euroleague Basketball. Representatives from both organisations are present at all of ECA’s General Assemblies including the last one held in Paris in February.

In December and May, all three organisations met in Barcelona and Geneva respectively to update one another on key developments. Discussions at the meetings focused primarily on the developments linked to governance, media rights issues, and other topics of interest relating to the EU’s involvement in sport. Tensions between clubs and governing federations continue especially in basketball with FIBA (the International Basketball Federation) keen to re-establish control and influence on European club competitions. Euroleague and FIBA have both lodged complaints with the EC’s Competition Directorate accusing one another of engaging in practices, which contravene EU rules relating to Competition. It is interesting for ECA to understand how our counterparts from these sports deal with these issues as we continue to examine how to further develop club football. Similarly, ECA shares its experiences and the latest developments relating to our organisation’s relationship with both UEFA and FIFA. Over the past year, another club association was born: with the mission to unite and represent Europe’s professional ice hockey clubs. 72 leading hockey clubs from 13 countries formally founded the Alliance of European Hockey Clubs. ECA representatives offered their support and advice in the establishment of this new association and will continue to engage with the Alliance moving forward.

In order to obtain their cooperation to the project.

The other Social Partners supported the proposal of ECA, but formulated some concerns on the practical side of the project. However, all Partners agreed to further elaborate the concept. The Social Partners agreed to put additional effort into the implementation of the minimum requirements, with 1 January 2018 set as a new deadline. Additional visits will be organised and new deadlines set to National Partners will be followed-up shortly. FIFPro agreed to provide an updated mapping exercise. However, no specific sanctions will be imposed for the national partners.
As the ECA Administration continues to develop its services to member clubs, the past season has seen ECA to be more actively involved in the field of CSR & Sustainability. The organisation of the first workshop on this important topic paired with the launch of a CSR Publication were well received and underline the importance of knowledge sharing amongst the clubs.

**EFDN CONFERENCES**

ECA attended the two biannual Conferences hosted by the European Football for Development Network (EFDN) in Wolfsburg in October 2015 and Eindhoven in March 2016.

Hosted by VfL Wolfsburg and PSV Eindhoven respectively, the 5th and the 6th EFDN Conferences reunited over 50 clubs at each event. The majority were ECA Member Clubs together with specialised organisations from across Europe. Specifically focusing on football for development and CSR-related activities, the EFDN network unites around 30 clubs who have the common objective of promoting CSR activities within their local communities. Alongside the productive networking opportunities offered by the events, ECA always seizes the occasion to update the participants on the latest developments of its CSR strategy. In October, ECA’s presentation specifically focused on the ‘90 Minutes for Hope’ initiative, while the March presentation provided details on the ECA CSR publication and ECA Workshop on CSR. The next EFDN Conference will be held in Glasgow in October 2016, and ECA will once again use the platform to update the participants on the latest developments in the field of CSR.

**ECA CSR PUBLICATION**

The latest ECA Publication, entitled ‘CSR in European Club Football – Best Practices from ECA Member Clubs’ was officially launched in Turin at the ECA Workshop on CSR & Sustainability.

Focusing on case studies from ECA Member Clubs, the ECA CSR Publication features 64 club projects from 31 different National Associations. Each ECA Member Club was invited to submit a single project of their choice, therefore, the publication does not intend to be fully representative of the current situation around Europe. The objective of the publication is rather to provide an overview of existing club-led CSR activities in Europe and around the world. It also aims to share knowledge and best practices in order to encourage more clubs to be active in this field. Overall, the publication can be seen as a source of inspiration for any club in order to foster the development of CSR activities.

A few interesting facts are shared below:

- 42% of the responding clubs operate with an internal CSR Department and 34.5% with a Foundation
- Almost 60% of the projects are focused on child/youths
- 78% of the initiatives are focused on the club's city/town
- Integration/Social Inclusion is the most popular strategic theme with 78% of the projects focusing on it

Hard copies of the publication are available upon request.
ECA WORKSHOP ON CSR & SUSTAINABILITY

CSR and Sustainability have always been topics of high interest for ECA and its member clubs. In 2010, ECA launched the ‘ECA CSR Award’, which rewards a member club with an outstanding club-driven CSR project on an annual basis. Additionally, a first report showcasing a collection of ECA Member Clubs’ CSR projects was published in 2011. In the past year, however, ECA decided to further engage in this field, which resulted in the organisation of the first workshop dedicated to CSR and sustainability. This workshop is aimed at reuniting clubs, football governing bodies and specialised organisations in order to share knowledge and best practices, and to build a constructive dialogue.

The first ECA Workshop on CSR & Sustainability was successfully held at the Juventus Stadium in Turin on 25 May. The one-day event entitled ‘The Future of CSR in European Club Football: Towards a New Model?’ saw the participation of over 60 representatives from 38 different member clubs, as well as officials from UEFA, FIFA and UNESCO. Additionally, the event provided the perfect opportunity to launch ECA’s latest publication: ‘CSR in European Club Football – Best Practices from ECA Member Clubs’ (see page 25 for more information). Following the welcome words and introductory remarks by Juventus President and ECA Executive Board Member Andrea Agnelli, the new ECA CSR Publication was presented. The publication, which comprises 64 projects from ECA Member Clubs, is intended to serve as a source of inspiration for other clubs to start becoming active in the field of CSR. Three different ways to approach CSR & Sustainability were then presented by Freddie Hudson, Community Manager at Arsenal FC (England), Nico Brinkorn, Head of CSR at VfL Wolfsburg (Germany), and Filippo Lumbroso, Sustainability Manager at Djurgårdens IF (Sweden).

The speakers were then joined by An-Gaëlle Bénédic, Development Manager at Djurgårdens IF (Sweden), and Filip Lundberg, Sustainability Head of CSR at VfL Wolfsburg (Germany), to the conclusion that clubs should take the initiative to develop sustainability guidelines for the benefit of all. Finally, and following a short networking break, a panel discussion on the future of CSR was held. Irina Schisslar-Dhewatal (FIFA Football for Hope Programme Manager), Monica Namy (UEFA Social Responsibility Specialist) and Philipp Müller-Wirth (UNESCO Executive Officer for Sport) respectively presented their organisation’s approach and activities in this field and debated on the short and long-term future of CSR in football. Similar to previous ECA Workshops, the first ECA Workshop on CSR & Sustainability proved very informative and the active participation of all attendees underlined the fact that CSR & Sustainability have now become indispensable components of the daily activities of football clubs.

ECA-EPFL YOUTH FOOTBALL CONFERENCE

The first Youth Football Conference, co-organised by the ECA and the European Professional Football Leagues (EPFL), was held at the City Football Academy in Manchester on 12-13 November 2015. Over 100 participants from 12 European leagues and 60 clubs representing more than 30 countries attended the two-day event hosted by Manchester City FC. The Conference aimed to gather youth football experts from leagues and clubs together to discuss and share experiences on topical youth football topics. Some of the key topics discussed related to the regulation and licensing of youth academies, the structure and format of youth competitions, as well as the protection of training clubs that identify and develop young footballers in the early stages of their careers. The conference kicked off with a presentation by Raffaele Poli from the International Centre for Sports Studies (CIES) on youth player migration and transfer trends, followed by a presentation by Simon Wilson, Director of Football Services at Manchester City FC, explaining MCFC’s philosophy towards youth football and the international dimension of the club’s brand-new academy. Subsequently, Neil Saunders, Youth Planning & Project Manager at the English Premier League, took the floor to present their youth academy regulation and licensing model and the coordinated approach they take with their affiliated clubs in the area of youth development at a national level. The first day concluded with a panel discussion on youth academy management with the participation of Bodo Mienz (FC Schalke 04), Chris McCart (Celtic FC) and Marcin Stefanski (Ekstraklasa), and a technical visit around the state-of-the-art City Football Academy facilities at MCFC. Day two of the conference was dedicated to various workshops dealing with topics such as strategy & management, youth talent, competitions and protection of minors, highlighting case studies and best practices from Olympique Lyonnais (France), Sporting Clube de Portugal (Portugal), Southampton FC (England), Juventus (Italy), NK Domžale (Slovenia), KRC Gare (Belgium), as well as the Pro League (Belgium), the LPF (Romania) and the English Football League (England).

The active participation of all attendees showed that there is a need for clubs and leagues to meet and exchange thoughts on current youth development topics. Knowledge sharing among experts is considered a key instrument to further develop managerial skills and will remain at the heart of any future ECA and EPFL conferences, as both associations will continue to combine their expertise for the benefit of all.
The ECA Awards 2015 were presented at the ECA General Assembly Official Dinner in Geneva. Four member clubs were recognised for their outstanding club performances and successful club management achievements in four different award categories.

European Club of the Year

**FC Barcelona** (ESP)

Recognised for their outstanding achievement during the 2014/15 season at both European and domestic levels. They not only won the UEFA Champions League for the fifth time in the club’s history, but they also achieved the domestic double, securing the ‘Liga’ title together with the ‘Copa del Rey’. All this was achieved club to win the treble twice, six years after FC Barcelona became the only European title together with the ‘Copa del Rey’.

Best Sporting Progress

**FC Dnipro Dnipropetrovsk** (UKR)

Recognised for their significant progress in European competition in the 2014/15 season. After ending two consecutive UEFA Europa League campaigns at the Round of 32 in 2012/13 and 2013/14 respectively, in 2014/15 the club re-entered the UEFA Europa League Group Stage and made it all the way to the final of the competition, successively eliminating Greek champions Olympiacos FC, Dutch champions AFC Ajax, Belgian side Club Brugge, Italian cup winners SSC Napoli, and only losing in a thrilling final against title-holders Sevilla FC. The great performance has allowed the club to make a significant jump in the UEFA Club Coefficient Ranking 2015, gaining 34 spots, which took them from 70th to 36th in the rankings.

Best CSR Programme

**Arsenal FC** (ENG)

Recognised for their successful CSR initiative ‘Arsenal Employability Programme’. The ‘Arsenal Employability Programme’ was set up in 2011 as a direct response to the growing levels of youth unemployment in the club’s local community. The unique connection Arsenal FC has with the community provided an ideal platform to help unemployed individuals who have few pathways into the world of work. The programme is delivered over a 12-week period resulting in a nationally recognised qualification. Qualifications in formal literacy and numeracy functional skills are provided to ensure that participants have the basic skills required to enter the job market. Since its inception in 2011, over 300 people have gained jobs as a direct result of Arsenal’s employment programme.

As part of the project, relationships have been developed with a range of employers that offer real job opportunities. Participants are supported throughout the recruitment process and in the workplace. The tangible job outcomes created through this project provide some of the most disconnected members of society with genuine opportunities, building their confidence and propelling them into employment.

Best Achievement

**FC Levadia Tallinn** (EST)

Recognised for their stadium accessibility project ‘Together we Move’. If under ownership, a club’s stadium is one of its most important tangible assets. The stadium is a vital economic driver for a club, both in terms of revenues and costs. In a great majority of cases, it is also a focal point for the club’s community and supporters. With the quest for increasingly better match-day experiences, going hand-in-hand with the necessity to foster inclusiveness and accessibility, there is a growing trend within clubs to focus on stadium accessibility at all levels, particularly relating to disabled supporters. FC Levadia Tallinn has launched an innovative campaign focused on people with assistance dogs to encourage them to come to football matches. In fact, around Europe, having easy access for people with assistance dogs in public places, including football venues, remains a serious problem. The dogs, which are specifically trained working animals, are relied on by their owners for independence and mobility. Through the ‘Together We Move’ campaign, FC Levadia Tallinn is committed to providing easy access to their home matches for people with assistance dogs, thanks to a team of dedicated staff and tailor-made facilities. The project also aims to increase community awareness about the needs of people with assistance dogs and inspiring other clubs in the region and beyond to follow the example. Since the launch of the campaign, over 50’000 people have been reached, and this is a major achievement given the small community in question.

## European Club of the Year

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<td>2014</td>
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In March 2015, at the 14th ECA General Assembly held in Stockholm, ECA and the EC signed an official collaboration agreement stipulating ECA’s full support of the first edition of the European Week of Sport. As part of the campaign, each year a week will be dedicated to activities around sports and physical activity at EU, national, regional and local level. This pan-European initiative was launched by the EC with the aim of promoting participation in sport and physical activity, and raising awareness about the numerous benefits of both. The main objective is to inspire Europeans to be active on a regular basis and to create opportunities in people’s everyday lives to exercise more. Recent studies have shown that physical activity across the EU is falling, resulting in negative consequences for the health of citizens, the wider society and economic activity across the EU. Europeans to be active on a regular basis.

The successful two-day event was attended by more than 300 participants from across Europe, a significant increase from last year’s event held at the Allianz Arena in Munich. The attendees not only included many representatives from ECA Member Clubs, but also professionals from the stadium industry and representatives from other clubs, leagues and National Associations, as well as experts from a range of other sports. For the second consecutive year, ECA was actively involved in the organisation of the event as an official partner alongside the EPFL and the International Centre for Sport Security (ICSS). The main purpose of the Summit was to allow experts from the stadium business to gather and exchange best practices on the latest trends in the industry, including, but not limited to, fan entertainment, safety & security, commercial exploitation and pitch management. The programme of the first day included keynote speeches from experts representing Athletic Club, the Sports Ground Safety Authority (SGSA), Heineken and the Major League Soccer (MLS) franchise Sporting Kansas City, as well as a panel session about Safety & Security. The day was concluded with an in-depth tour of the new San Mamés Stadium, the home of Athletic Club.

On the second day, there were twelve different workshops organised. These were divided into four main categories such as Fan Entertainment, Exploitation & Operations, Safety, Security & Sustainability and Pitch & Facility Management. ECA Member Clubs actively contributed to the success of these workshops, notably thanks to the presentations of Valencia CF, Paris Saint-Germain FC, Legia Warszawa SA, Maccabi Haifa FC, FK København, Brondby IF and Viking FK.

Given the success of the event and the great participation and involvement of ECA Member Clubs, ECA will continue to support the ESSMA Summit moving forward. The 3rd edition of the ESSMA Summit will be held at the newly built Paris Olympique Lyonnais in January 2017.
The 7th Edition of the annual ECA Football Tournament, which took place under the banner of the #BeActive campaign, was again organised at the training ground of Servette FC in Geneva. Undefeated after four matches, and with no goals conceded, it was the solid ‘Red Team’ captained by Edwin van der Sar (AFC Ajax) that won the prestigious ECA Cup 2015. On an individual level, the omnipresent red midfielder Allan Gaarde (Aalborg BK) captured the ‘Player of the Tournament’ trophy. The ECA Cup was presented to the winners by ECA Chairman Karl-Heinz Rummenigge during the official dinner in the evening.
FOCUS THROUGH CLOSENESS
ECA PLAYER RELEASE ANALYSIS
COPA AMÉRICA CENTENARIO 2016

KEY FACTS AND FIGURES

**103**
European clubs from 46 different UEFA Member Associations are involved in the release of players (including 50 ECA Member Clubs).

**40.2%**
of the Copa América Centenario players (148 players from a total of 368) currently play in one of the European national championships.

**17**
out of 23 players of the national team of Argentina play in Europe.

**34**
Copa América Centenario players are registered with 24 clubs in England.

**ORIGIN OF PLAYERS RELEASED (BY CONFEDERATION)**

- **UEFA (148)**: 40.2%
- **CONMEBOL (118)**: 32.1%
- **CONCACAF (95)**: 28.8%
- **AFC (7)**: 1.9%

**PARIS SAINT-GERMAIN FC (FRA)** is the European Club releasing most players, with 6 players released.

In addition to the Copa América Centenario Player Release Analysis, the following pages contain the full lists of all ECA Working Group, Task Force, Panel and Committee members as well as an overview of all club members representing ECA at UEFA and FIFA level over the 2015/16 season.
COMPOSITION OF ECA WORKING GROUPS
AND TASK FORCES 2015/16

COMPETITIONS WORKING GROUP
Chairman
Umberto Gandini
AC Milan | ITA

Vice-Chairman
Emilio Butragueño
Real Madrid CF | ESP

Members
Vincent Manchet
Club Brugge | BEL

Amir Paterel
GNK Dinamo | CRO

Jakub Cislo
AC Sparta Praha | CZE

Neil-Christer Holmström
FC København | DEN

Bruno Buck
Chelsea FC | ENG

John Alexander
Manchester United FC | ENG

Jesus Antoyo
Sevilla FC | ESP

Filipe Dhondt
AS Monaco FC | FRA

Jean-Claude Blanc
Paris St-Germain FC | FRA

Christian Hockenjos
Borussia Dortmund | GER

Vidar Hafldason
FH Hafnarfjörður | ISL

Tammar Chizzik
ACF Fiorentina | ITA

Sandro Minucci
ACF Fiorentina | ITA

Wouter van Zeilen
AZ Alkmaar | NED

Nils Skutle
Wouter van Zetten
Aberdeen FC | SCO

Valeriu Argaseala
FC Steaua București | ROM

Duncan Fraser
Aberdeen FC | SCO

FINANCE WORKING GROUP
Chairman
Jean-Michel Aulas
Olympique Lyonnais | FRA

Vice-Chairman
Michael Vorschefsky
RSC Anderlecht | BEL

Members
Clément Aubry
FC Santa Coloma | AND

Thomas Schwarz
Fr Austria Wien | AUT

Bob Claas
P. Standard de Liège | BEL

Alexander Alexandrov
FC Ludogorets | BUL

Jorge Chumil
Manchester City | ENG

Rebecca Caple
Tottenham Hotspur FC | ENG

Clarence Watters
Atletico de Madrid | ESP

Alain Devesset
FC Girondins de Bordeaux | FRA

Filippo Agnelli
UE Turin | ITA

Thomas Troll
Borussia Dortmund | GER

Tim Schumacher
VfL Wolfsburg | GER

Andrea Chiavari
SSC Napoli | ITA

Mindaugas Nikolidas
Maccabi Haifa FC | ISR

Tarja Nordkrands Jacobson
Molde FK | NOR

Miguel Moreira
SL Benfica | POR

Roman Babayev
PFC CSKA Moskva | RUS

Eric Reay
KAA Gent | BEL

Bojan Ban
NK Maribor | SLO

Sinan Zengin
Trabzonspor AS | TUR

Gyulnara Akhmedzhanova
FC Shakhtar Donetsk | UKR

INSTITUTIONAL RELATIONS WORKING GROUP
Chairman
Theodore Giannikos
Olympiacos FC | GRE

Vice-Chairman
Stefano Benetola
Juventus | ITA

Members
Ferenc Van Múlar
FC Red Bull Salzburg | AUT

Patrick Janssens
KRC Genk | BEL

Kryil Malyev
FC Dynamo Minsk | BLR

Efthymios Agathokliou
APOPFL | CYM

Jaisis Paragua
Valencia CF | ESP

Cédric Dufaux
Olympique de Marseille | FRA

Vincenzo Procini
Olympique Lyonnais | FRA

Jan Räder
VfB Stuttgart | GER

Gazza Róka
Debreceni VSC | HUN

Mauro Baldisseri
AS Roma | ITA

Michael Bolingbroke
Bayer 04 Leverkusen | GER

John Bong
Birrirkara FC | MLT

Peter Fossen
FC Interazionale Milano | ITA

Tanja Nordkrands Jacobson
Molde FK | NOR

Daniel Lorenz
FC Porto | POR

Wassilios Tzouvaras
Legia Warszawa | POL

Daniel Lorenz
Borussia Dortmund | GER

Vinai Venkatesham
Manchester United FC | ENG

APENDIX
YOUTH WORKING GROUP

Chairman
Edwin van der Sar
AFC Ajax | NED

Vice-Chairman
Bodo Menze
FC Schalke 04 | GER

Members
Jean Kindermans
RSC Anderlecht | BEL
Dragan Soldo
NK ZNK Brijeg | BIH
Andrei Vasilevitch
BATE Borisov | BLR
Afon Rivetti
NK RIJeka | CRO
Andreas Thomasteliou
Anorthosis Famagusta FC | CYP
Jan Skybyala
FK Teplice | CZE

CSR TASK FORCE

Members
Peter Gheysens
Club Brugge | BEL
Freddie Hudson
Arsenal FC | ENG
Indrek Peksnits
FC Levadia Tallinn | EST
Christine Le Gal
Paris Saint-Germain FC | FRA
Nico Brakorn
VfL Wolfsburg | GER
Virginia Antonini
Juventus | ITA
Simone Feuling
AFC Ajax | NED
Filip Lundberg
Djurgårdens IF | SWE

WOMEN’S FOOTBALL TASK FORCE

Members
Azra Numanovic
FK Sarajevo | BIH
Gavin Makei
Manchester City Woman | ENG
Kadija Jakimova
FC Levadia Tallinn | EST
Jean-Michel Autel
Olympique Lyonnais | FRA
Philippa Bochankova
Paris Saint-Germain FC | FRA
Christina Sass
VfL Wolfsburg | GER
John Borg
Brinkhara FC | MLT
Linda Wikström
Eittbull Dam | SWE

DOMESTIC GOVERNANCE TASK FORCE

Members
Theodore Giannikos
Olympiacos FC | GRE
Stefano Bertola
Juventus | ITA
John Borg
Birkirkara FC | MLT
Pavel Pckovarov
FC Zant St. Petersburg | RUS
Ebru Köksal
Galatasaray SK | TUR

CLUB COMPETITION MARKETING TASK FORCE

Members
Vivek Venkatesham
Arsenal FC | ENG
Edward Woodward
Manchester United FC | ENG
Heman Tseayo
Manchester United FC | ENG
Begoña Sanz Chisas
Real Madrid CF | ESP
Stefan Memarch
FC Bayern München | GER
Mark Koevermans
 Feyenoord Rotterdam | NED

APPENDIX 11
# COMPOSITION OF ECA EXPERT PANELS 2015/16

## LEGAL ADVISORY PANEL

### Chairman
Jose María Cruz
Sevilla FC | ESP

### Members
- Florian Müller
  FC Red Bull Salzburg | AUT
- Ramil Jahangirov
  Xäzär Länkäran FC | AZE
- Renaud Duchêne
  RSC Anderlecht | BEL
- Tomislav Svitina
  GNK Dinamo | CRO
- Martin Procháčka
  AC Sparta Prague | CZE
- Bruce Buck
  Chelsea FC | ENG
- Svenja Geissmar
  Arsenal FC | ENG
- Simon CHIN
  Manchester City FC | ENG
- Roman Gomez Ponti
  FC Barcelona | ESP
- Álvaro García-Alamán de la Calle
  Real Madrid CF | ESP
- Jesus Arroyo
  Sevilla CF | ESP
- Julien Montagut
  LOSC Lille | FRA
- Andreas Thommen
  BŠŽ Torshavn | FRO
- Tanik Brauer
  SV Werder Bremen | GER
- Jan Räker
  VfB Stuttgart | GER
- Theodore Gianakis
  Olympiacos FC | GRE
- Achilleas Mavrommatis
  PAOK FC | GRE

### Vice-Chairman
Michael Garlinter
FC Bayern München | GER

### Members
- Leandro Carcamo
  AC Milan | ITA
- Cesare Gabapio
  Juventus | ITA
- Loïc Trédel
  AFC Ajax | NED
- Wouter Van Zeet
  AZ Alkmaar | NED
- Jakub Laskowski
  Legia Warszawa SA | POL
- Daniel Lorenz Pereira
  FC Porto | POR
- Paulo Leite Gonçalves
  SL Benfica | POR
- Luca Tettamanti
  FC Rubin Kazan | RUS
- Alexander Tsemafa
  FC Spartak Moscow | RUS
- Pavel Pivovarov
  FC Zenit St. Petersburg | RUS
- Michael Nichollson
  Celtic FC | SCO
- Bernhard Heusler
  FC Basel 1903 | SUI
- Andrey Gursoy Artan
  Trabzonspor AS | TUR
- Andrey Kharitonchuk
  FC Shakhtar Donetsk | UKR

## FINANCIAL FAIR PLAY PANEL

### Members
- Michael Verschueren
  RSC Anderlecht | BEL
- Stuart Whaly
  Arsenal FC | ENG
- Chris Alexander
  FC Bayern München | GER
- Pedro López Jiménez
  Real Madrid CF | ESP
- Inmaculada Ibáñez
  Valencia CF | ESP
- Jean-Michel Aulas
  Olympique Lyonnais | FRA
- Emmanuel Samabar
  Olympique Lyonnais | FRA
- Karl Hopfner
  FC Bayern München | GER
- Andrea Agnelli
  Juventus | ITA
- Jaroon Stol
  AFC Ajax | NED
- Petz Tascherez
  FC Zenit St. Petersburg | RUS

### Chairmen
- Stuart Whaly
  Arsenal FC | ENG
- Michael Garlinter
  FC Bayern München | GER

## STATUTORY AFFAIRS PANEL

### Members
- Ivan Gazidis
  Arsenal FC | ENG
- Michael Garlinter
  FC Bayern München | GER
- Theodore Gianakis
  Olympiacos FC | GRE

### Vice-Chairman
Michael Gerlinger
FC Bayern München | GER
### COMPOSITION OF ECA COMMITTEES 2015/16

#### WOMEN'S FOOTBALL COMMITTEE

**Chairman**

Jean-Michel Aulas
Olympique Lyonnais | FRA

**Vice-Chairwoman**

Linda Wikström
Elitfotboll Dam | SWE

**Members**

- KS Własim | ALB
- NOSV Naauwgebouw | AUT*
- Standard Féminas du Liége | BEL
- FK Sarajevo | BIH
- Apolon Ladies FC | CYP
- AC Sparta Praha | CZE
- Brondby IF | DEN
- Fortuna Hjørring | DEN*
- Arsenal Ladies FC | ENG
- Chelsea Ladies FC | ENG
- Manchester City Women | ENG
- Atlético de Madrid Féminas | ESP
- FC Barcelona Femenc | ESP
- València CF Féminine | ESP
- FC Levadia Tallinn | EST
- Olympique Lyonnais | FRA
- Fortuna Damköplen | DEN
- Paris Saint-Germain FC | FRA
- 1. FFC Turbine Potsdam | GER*
- FC Bayern München | GER
- VfL Wolfsburg | GER
- Birikinka FC | MLT
- FC Twente Vrouwen | NED
- Glentoran Belfast United | NIR
- LSK Kvinner BK | Nor
- FC Rosiyska | RUS*
- FC Zürich Frauen | SUI
- SK Slovan Bratislava | SVK
- Elitfotboll Dam | SWE*

*Women's Football Clubs without direct link to ECA Member Clubs.

#### EU SOCIAL DIALOGUE COMMITTEE

**Chairman**

Michele Centenaro
FC Bayern München | GER

**Vice-Chairwoman**

Nuno Gomes
AFC Ajax | NED

**Members**

- AC Milan | ITA
- AC Milan | ITA
- Atlético de Madrid Féminas | ESP
- FC Barcelona Femenc | ESP
- València CF Féminine | ESP
- FC Levadia Tallinn | EST
- Olympique Lyonnais | FRA
- AC Milan | ITA
- FC Schalke 04 | GER
- FC Zürich Frauen | SUI
- Glentoran Belfast United | NIR
- LSK Kvinner BK | Nor
- FC Rosiyska | RUS*
- FC Zürich Frauen | SUI
- SK Slovan Bratislava | SVK
- Elitfotboll Dam | SWE*

**EUROPEAN CLUB ASSOCIATION**

- Karl-Heinz Rummenigge
  FC Bayern München | GER
- Andrea Agnelli
  Juventus | ITA

**COMMITTEE**

- Raul Sanllehi
  FC Barcelona | ESP
- Pedro López Jiménez
  Real Madrid CF | ESP
- Jean-Michel Aulas
  Olympique Lyonnais | FRA
- Michael Gerlinger
  FC Bayern München | GER
- Michele Centenaro
  ECA General Secretary

#### COMMISSION FOR CLUB FOOTBALL

**Chairman**

Jean-Michel Aulas
Olympique Lyonnais | FRA

**Vice-Chairwoman**

Linda Wikström
Elitfotboll Dam | SWE

**Members**

- AC Milan | ITA
- AC Milan | ITA
- Atlético de Madrid Féminas | ESP
- FC Barcelona Femenc | ESP
- València CF Féminine | ESP
- FC Levadia Tallinn | EST
- Olympique Lyonnais | FRA
- AC Milan | ITA
- FC Schalke 04 | GER
- FC Zürich Frauen | SUI
- Glentoran Belfast United | NIR
- LSK Kvinner BK | Nor
- FC Rosiyska | RUS*
- FC Zürich Frauen | SUI
- SK Slovan Bratislava | SVK
- Elitfotboll Dam | SWE*

*Women's Football Clubs without direct link to ECA Member Clubs.

### ECA REPRESENTATION AT UEFA & FIFA LEVEL 2015/16

#### UEFA EXECUTIVE COMMITTEE

- Karl-Heinz Rummenigge
  FC Bayern München | GER
- Andrea Agnelli
  Juventus | ITA

#### UEFA CLUB COMPETITIONS COMMITTEE

- Pedro López Jiménez
  Real Madrid CF | ESP
- Nasser Al Khelaifi
  Paris Saint-Germain FC | FRA
- Karl Hopfner
  FC Bayern München | GER

#### UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL

- Ivan Gazidis
  Arsenal FC | ENG
- Josep Maria Bartomeu
  FC Barcelona | ESP
- Umberto Gandini
  AC Milan | ITA
- Evgeni Gini
  PFC CSKA Moskva | RUS

#### UEFA EVENTS SA BOARD

- Florentino Pérez
  Real Madrid CF | ESP
- Karl-Heinz Rummenigge
  FC Bayern München | GER
- Adriano Galliani
  AC Milan | ITA

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- Marc Bolassa
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- Alberto Morillo
  Real Madrid CF | ESP
- Olivier Ruhrert
  FC Schalke 04 | GER
- Stefano Braghin
  Juventus | ITA
- Mark Preece
  AFC Ajax | NED
- Nuno Gomes
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- Karl-Heinz Rummenigge
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#### FIFA DISPUTE RESOLUTION CHAMBER

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- Damir Vrbanović
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#### FIFA PLAYERS’ STATUS COMMITTEE

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