

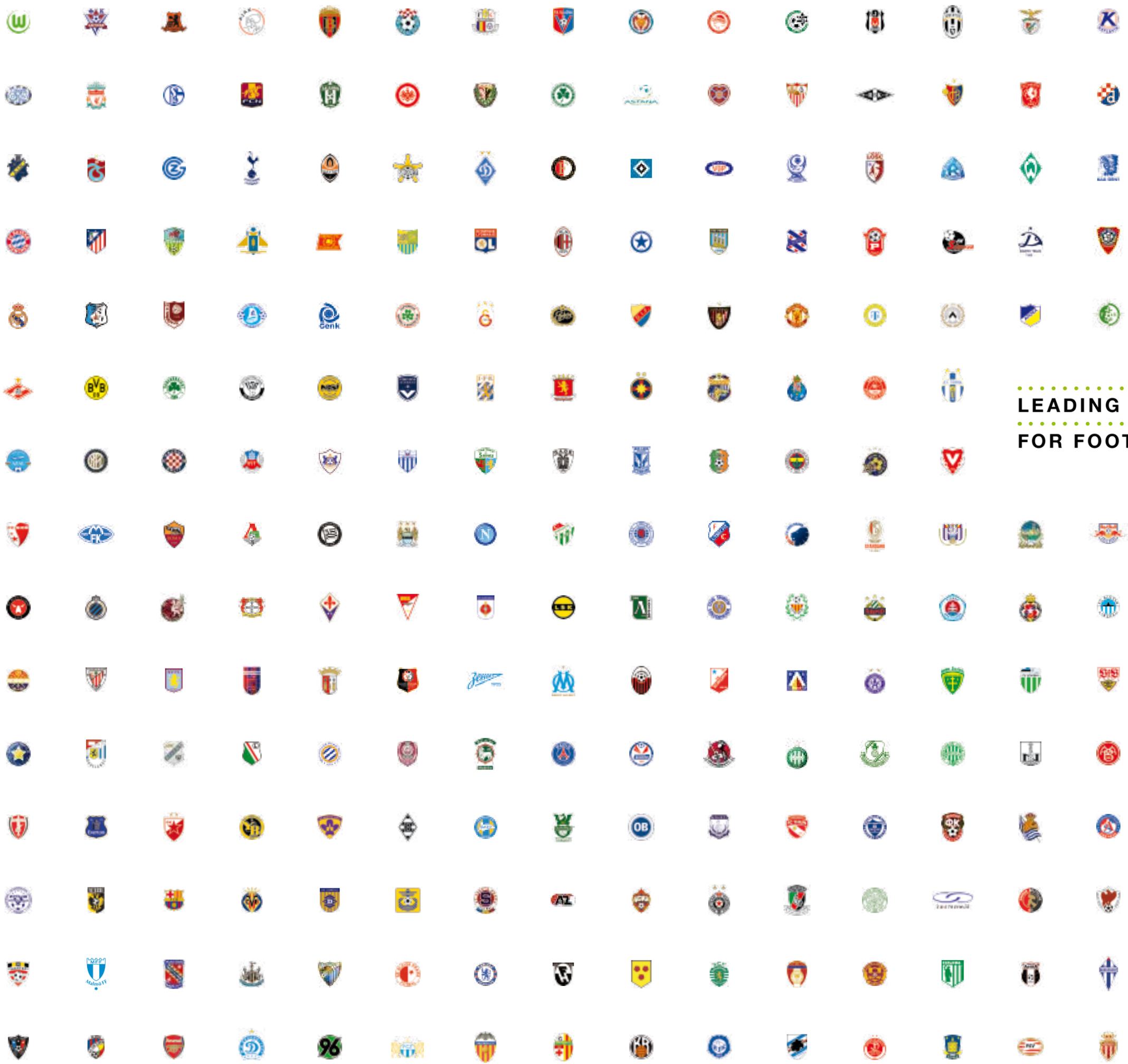
FOCUS THROUGH CLOSENESS

ANNUAL REPORT

2016



ECA
EUROPEAN CLUB ASSOCIATION



LEADING THE WAY
FOR FOOTBALL CLUBS IN EUROPE

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CLOSENESS THROUGH BELIEF
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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 think very carefully about whether they want to further inflate the size of their tournaments. The increased size of both the European Championships and World Cup threatens to have a negative impact on clubs and on the tournaments themselves. For example, the European Championships in France this year, which boasted 24 teams, endured a loss of excitement and clarity. Moreover, how could a World Cup with 40 participants not affect club football?

There are already far too many games for the players to handle. Doctors' reports about injured players are alarming, so are the player loss statistics. Put simply, players are overloaded and we cannot allow the financial and political interests of FIFA and UEFA to endanger their health.

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.

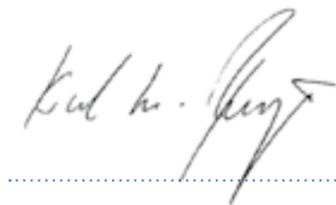
Needless to say that we will follow the upcoming UEFA Presidential Elections in September with great interest. Irrespective of who is elected, I believe we have set solid foundations and I remain convinced that we will be able to maintain our excellent relationship with UEFA under the new leadership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

01 FOREWORD FROM THE ECA CHAIRMAN

02

GENERAL SECRETARY'S REPORT



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 hopefully will see the dawn of a new era. Despite these developments, we, the clubs, continued to focus on our business and managed to make significant progress on several dossiers of relevance for European club football.

As is customary, our Annual Report reflects on the past season, summarising everything that has happened and outlining all decisions of relevance. Some of the key topics of the 2015/16 season can be summarised as follows:

NEW MEMBERSHIP CYCLE

At the start of a new two-year membership cycle, we welcomed 21 new clubs to our association (10 ordinary members and 11 associated members). In total, we counted 221 member clubs, 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), Dariusz Mioduski (Legia Warszawa SA) and Aki Riihilathi (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



.....
BELIEF THROUGH UNITY
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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).

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

- KS Skënderbeu | ALB
- Qarabağ FK | AZE
- NK Rijeka | CRO
- Apollon Limassol FC | CYP
- Esbjerg fB | DEN
- Hannover 96 | GER
- FK Žalgiris Vilnius | LTU
- Astra Giurgiu | ROM
- CS Pandurii Târgu Jiu | ROM
- SP Tre Penne | SMR

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 Midtjylland | DEN
- AS Saint-Etienne | FRA
- KF Shkëndija Tetovo | FYRM
- Asteras Tripolis | GRE
- FC Astana | KAZ
- BV Vitesse | NED
- Strømsgodset Toppfotball | NOR
- Ruch Chorzów SA | POL
- WKS Śląsk Wrocław | POL
- AS Trenčín | SVK
- AIK Fotboll | SWE



ECA MEMBERSHIP DEVELOPMENT



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

GERMANY

ORDINARY MEMBERS

- FC Bayern München
- FC Schalke 04
- Borussia Dortmund
- Bayer 04 Leverkusen
- Hannover 96

ASSOCIATED MEMBERS

- Borussia VfL 1900 Mönchengladbach
- Eintracht Frankfurt
- Hamburger SV
- VfL Wolfsburg
- SV Werder Bremen
- VfB Stuttgart

ITALY

ORDINARY MEMBERS

- Juventus
- SSC Napoli
- AC Milan
- FC Internazionale Milano

ASSOCIATED MEMBERS

- AS Roma
- ACF Fiorentina
- UC Sampdoria
- Udinese Calcio

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

- AS Monaco FC
- AS Saint-Étienne
- FC Girondins de Bordeaux
- Montpellier Hérault Sport Club
- Stade Rennais FC

RUSSIA

ORDINARY MEMBERS

- FC Zenit St. Petersburg
- FC Rubin Kazan
- PFC CSKA Moskva

ASSOCIATED MEMBERS

- FC Lokomotiv Moskva
- FC Spartak Moskva

UKRAINE

ORDINARY MEMBERS

- FC Shakhtar Donetsk
- FC Dynamo Kyiv
- FC Dnipro Dnipropetrovsk

ASSOCIATED MEMBER

- FC Metalist Kharkiv

NETHERLANDS

ORDINARY MEMBERS

- AFC Ajax
- PSV Eindhoven
- AZ Alkmaar

ASSOCIATED MEMBERS

- BV Vitesse
- FC Twente
- FC Utrecht
- Feyenoord Rotterdam
- SC Heerenveen

BELGIUM

ORDINARY MEMBERS

- RSC Anderlecht
- Club Brugge
- KRC Genk

ASSOCIATED MEMBERS

- KAA Gent
- R. Standard de Liège

SWITZERLAND

ORDINARY MEMBERS

- FC Basel 1893
- BSC Young Boys
- FC Zürich

ASSOCIATED MEMBERS

- FC Sion
- FC Thun
- Grasshopper-Club Zürich

TURKEY

ORDINARY MEMBERS

- Galatasaray SK
- Beşiktaş JK
- Trabzonspor AŞ

ASSOCIATED MEMBERS

- Bursaspor Kulübü
- Fenerbahçe SK

GREECE

ORDINARY MEMBERS

- Olympiacos FC
- PAOK FC
- Panathinaikos FC

ASSOCIATED MEMBERS

- Atromitos FC
- Asteras Tripolis FC

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
- Astra Giurgiu
- CS Pandurii Târgu Jiu

ASSOCIATED MEMBER

- CFR 1907 Cluj

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

AUSTRIA**ORDINARY MEMBERS**

 FC Red Bull Salzburg

 FK Austria Wien

ASSOCIATED MEMBERS

 SK Rapid Wien

 SK Sturm Graz

CROATIA**ORDINARY MEMBERS**

 GNK Dinamo

 NK Rijeka

ASSOCIATED MEMBER

 HNK Hajduk Split

CYPRUS**ORDINARY MEMBERS**

 APOEL FC

 Apollon Limassol FC

ASSOCIATED MEMBERS

 Anorthosis Famagusta FC

 AC Omonia Nicosia

BULGARIA**ORDINARY MEMBERS**

 PFC Ludogorets Razgrad

 PFC Levski Sofia

ASSOCIATED MEMBER

 PFC Litex Lovech

NORWAY**ORDINARY MEMBERS**

 Rosenborg BK

 Molde FK

ASSOCIATED MEMBERS

 Lillestrøm SK

 Vålerenga IF

 Viking FK

 Strømsgodset Toppfotball

SERBIA**ORDINARY MEMBERS**

 FK Partizan

 FK Crvena Zvezda

ASSOCIATED MEMBER

 FK Vojvodina

POLAND**ORDINARY MEMBERS**

 Legia Warszawa SA

 KKS Lech Poznań

ASSOCIATED MEMBERS

 Ruch Chorzów SA

 Wisła Kraków SA

 WKS Śląsk Wrocław

ISRAEL**ORDINARY MEMBERS**

 Hapoel Tel-Aviv FC

 Maccabi Tel-Aviv FC

ASSOCIATED MEMBERS

 FC Bnei-Yehuda

 Maccabi Haifa FC

BELARUS**ORDINARY MEMBERS**

 FC BATE Borisov

 FC Dinamo Minsk

ASSOCIATED MEMBER

 FC Shakhtyor Soligorsk

SLOVENIA**ORDINARY MEMBERS**

 NK Maribor

 NK Olimpija Ljubljana

ASSOCIATED MEMBER

 NK Domžale

AZERBAIJAN**ORDINARY MEMBER**

 Qarabag Agadam

ASSOCIATED MEMBERS

 PFC Neftchi

 AZAL PFC Baku

 Xəzər Lənkəran FK

SLOVAKIA**ORDINARY MEMBER**

 SK Slovan Bratislava

ASSOCIATED MEMBERS

 AS Trenčín

 MFK Ružomberok

 MŠK Žilina

DENMARK**ORDINARY MEMBERS**

 FC København

 Esbjerg fB

ASSOCIATED MEMBERS

 Aalborg BK

 Brøndby IF

 FC Nordsjælland

 FC Midtjylland

 Odense BK

SCOTLAND**ORDINARY MEMBERS**

 Celtic FC

 Motherwell FC

ASSOCIATED MEMBERS

 Aberdeen FC

 Heart of Midlothian FC

 Rangers FC

SWEDEN**ORDINARY MEMBERS**

 Malmö FF

 IF Elfsborg

ASSOCIATED MEMBERS

 AIK Solna

 Djurgårdens IF

 IFK Göteborg

 Helsingborgs IF

HUNGARY**ORDINARY MEMBER**

 Videoton FC

ASSOCIATED MEMBERS

 Budapest Honvéd FC

 Ferencvárosi TC

 Debreceni VSC

KAZAKHSTAN**ORDINARY MEMBER**

 FK Aktobe

ASSOCIATED MEMBERS

 FC Irtysh Pavlodar

 FK Shakter Karaganda

 FC Astana

MOLDOVA**ORDINARY MEMBER**

 FC Sheriff

ASSOCIATED MEMBERS

 FC Zimbru Chişinău

 FC Dacia Chişinău



GEORGIA
ORDINARY MEMBER

 FC Dinamo Tbilisi



FINLAND
ORDINARY MEMBER

 HJK Helsinki

ASSOCIATED MEMBER

 FC Inter Turku



ICELAND
ORDINARY MEMBER

 FH Hafnarfjörður

ASSOCIATED MEMBERS

 Keflavík FC

 KR Reykjavík



LATVIA
ORDINARY MEMBER

 FK Ventspils

ASSOCIATED MEMBER

 Skonto FC



MALTA
ORDINARY MEMBER

 Valletta FC

ASSOCIATED MEMBER

 Birkirkara FC



ESTONIA
ORDINARY MEMBER

 FC Levadia Tallinn

ASSOCIATED MEMBER

 FC Flora Tallinn



BOSNIA-HERZEGOVINA
ORDINARY MEMBER

 FK Željezničar

ASSOCIATED MEMBERS

 FK Sarajevo

 NK Široki Brijeg



LIECHTENSTEIN
ORDINARY MEMBER

 FC Vaduz



F.Y.R. MACEDONIA
ORDINARY MEMBER

 FK Rabotnički

ASSOCIATED MEMBERS

 KF Shkëndija Tetovo

 FK Vardar



FAROE ISLANDS
ORDINARY MEMBER

 HB Tórshavn

ASSOCIATED MEMBERS

 B36 Tórshavn

 EB/Streymur

 NSÍ Runavík



WALES
ORDINARY MEMBER

 The New Saints FC

ASSOCIATED MEMBER

 Bangor City FC



ARMENIA
ORDINARY MEMBER

 FC Pyunik

ASSOCIATED MEMBERS

 FC Banants

 FC Mika



REPUBLIC OF IRELAND
ORDINARY MEMBER

 Shamrock Rovers FC

ASSOCIATED MEMBER

 Saint Patrick's Athletic FC



MONTENEGRO
ORDINARY MEMBER

 FK Budućnost Podgorica

ASSOCIATED MEMBER

 FK Zeta



ALBANIA
ORDINARY MEMBER

 KS Skënderbeu

ASSOCIATED MEMBERS

 KF Vllaznia Sh.a.

 KF Tirana



ANDORRA
ORDINARY MEMBER

 FC Santa Coloma

ASSOCIATED MEMBER

 UE Sant Julià



SAN MARINO
ORDINARY MEMBER

 SP Tre Penne

ASSOCIATED MEMBERS

 SS Murata

 SP Tre Fiori



LUXEMBOURG
ORDINARY MEMBER

 F91 Dudelange

ASSOCIATED MEMBER

 CS Grevenmacher



NORTHERN IRELAND
ORDINARY MEMBER

 Linfield FC

ASSOCIATED MEMBERS

 Cliftonville FC

 Crusaders FC

 Glentoran FC



LITHUANIA
ORDINARY MEMBER

 FK Žalgiris

ASSOCIATED MEMBER

 FK Sūduva

ECA EXECUTIVE BOARD 2015/16



Karl-Heinz Rummenigge
FC Bayern München | GER
Chairman
Executive Board Member since 2008

- Member UEFA Executive Committee
- Member UEFA Events SA Board
- Deputy Chairman FIFA Football Stakeholders Committee
- Member FIFA Committee for Club Football
- Member FIFA Strategic Committee
- Member FIFA Football Committee



Umberto Gandini
AC Milan | ITA
1st Vice-Chairman
Executive Board Member since 2008

- Chairman ECA Competitions Working Group
- Member UEFA Professional Football Strategy Council
- Member FIFA Committee for Club Football



Pedro López Jiménez
Real Madrid CF | ESP
2nd Vice-Chairman
Executive Board Member since 2013

- Member UEFA Club Competitions Committee
- Member FIFA Players' Status Committee



Ivan Gazidis
Arsenal FC | ENG
Board Member
Executive Board Member since 2012

- Member ECA Statutory Affairs Panel
- Member UEFA Professional Football Strategy Council
- Member FIFA Players' Status Committee



Andrea Agnelli
Juventus | ITA
Board Member
Executive Board Member since 2012

- Member UEFA Executive Committee
- Member UEFA Club Competitions Committee



Jean-Michel Aulas
Olympique Lyonnais | FRA
Board Member
Executive Board Member since 2008

- Chairman ECA Finance Working Group
- Chairman ECA Women's Football Committee
- Member ECA Financial Fair Play Panel
- Member FIFA Strategic Committee
- Member EU Social Dialogue Committee



Evgeni Giner
PFC CSKA Moskva | RUS
3rd Vice-Chairman
Executive Board Member since 2010

- Member UEFA Professional Football Strategy Council



Josep Maria Bartomeu
FC Barcelona | ESP
Board Member
Executive Board Member since 2014

- Member UEFA Professional Football Strategy Council



Edward Woodward
Manchester United FC | ENG
Board Member
Executive Board Member since 2015

- Chairman ECA Marketing & Communications Working Group



Edwin van der Sar
AFC Ajax | NED
Board Member
Executive Board Member since 2013

- Chairman ECA Youth Working Group
- Member FIFA Players' Status Committee



Michael Verschuere
RSC Anderlecht | BEL
Board Member
Executive Board Member since 2013



Theodoros Giannikos
Olympiacos FC | GRE
Board Member
Executive Board Member since 2012

- Chairman ECA Institutional Relations Working Group
- Member ECA Statutory Affairs Panel
- Member UEFA Club Competitions Committee
- Member FIFA Dispute Resolution Chamber (DRC)

ECA EXECUTIVE BOARD 2015/16

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.



Dariusz Mioduski
Legia Warszawa SA | POL
Board Member
Executive Board Member since 2015



Peter Lawwell
Celtic FC | SCO
Board Member
Executive Board Member since 2014

- Member UEFA Club Competitions Committee



Aki Riihilahti
HJK Helsinki | FIN
Board Member
Executive Board Member since 2015

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 Poznań 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 Poznań, 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 Sevilla, 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 Giner), 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

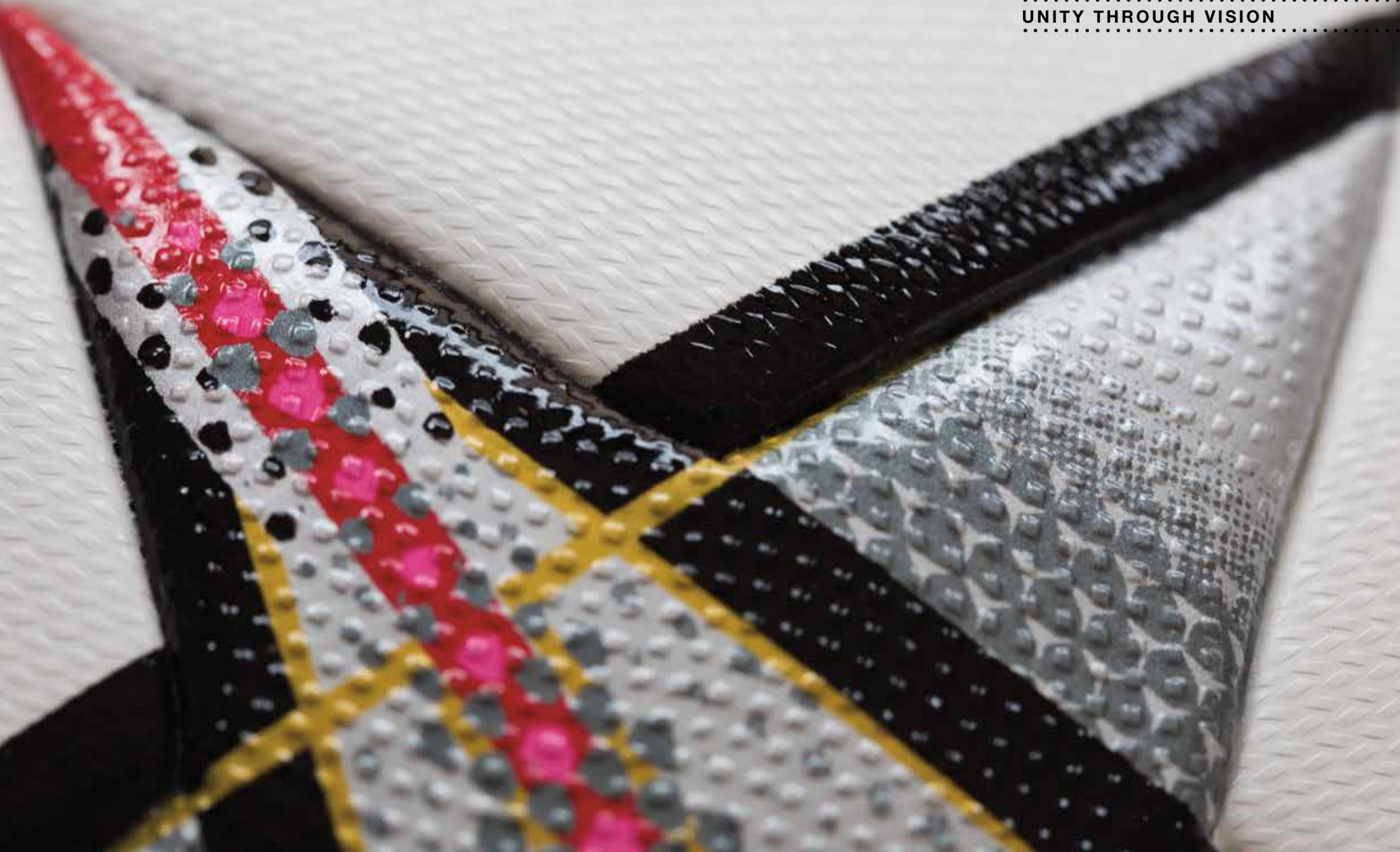
Andrea Agnelli (Juventus)

Members

- Nasser Al Khelaifi (Paris St-Germain)
- Peter Fossen (PSV Eindhoven)
- Joan Gaspart (Spain)
- Theodoros Giannikos (Olympiacos FC)
- Bernhard Heusler (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.

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UNITY THROUGH VISION
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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

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.

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.



Andrea Agnelli and Karl-Heinz Rummenigge

FINANCIAL FAIR PLAY

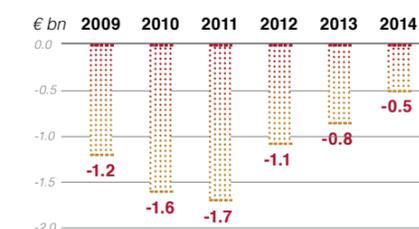
With the start of the 2015/16 season, the new UEFA Club Licensing & Financial Fair Play Regulations have come into force, which further contribute to the positive evolution of Financial Fair Play as a whole. ECA, via the Finance Working Group and the Financial Fair Play Panel, continues to collaborate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

FINANCIAL FAIR PLAY CONTINUES TO SHOW POSITIVE EFFECTS

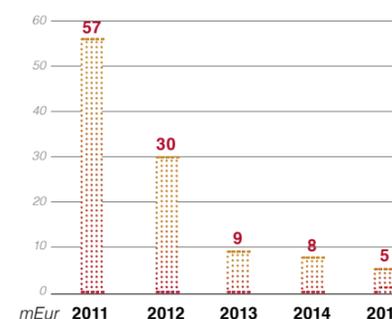
The updated UEFA Club Licensing & Financial Fair Play Regulations (CL & FFP Regulations), which came into force on 1 July 2015, strengthen financial fair play and include several adjustments aimed at further encouraging responsible investors and stakeholders to continue to contribute to the strong and 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.

EVOLUTION OF BOTTOM-LINE CLUB LOSSES of all European top-division clubs



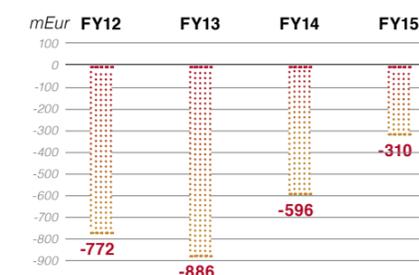
EVOLUTION OF OVERDUE PAYABLES at 30 June 2015



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 €772m in 2012 to €310m in 2015.

EVOLUTION OF AGGREGATED BE-DEFICITS of the clubs under Settlement Agreement



REDISTRIBUTION OF WITHHELD PRIZE MONEY

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 and UEL participants. Whilst the amount available for distribution in 2013/14 was €24'134'000, the figure has increased for the 2014/15 season amounting to almost €29'000'000.

	2014/15
Amount of money withheld	€28'839'560
80% for UCL/UEL Group Stage Clubs	€23'071'620
Number of clubs entitled to receive a share	66 clubs
Equal share for each club	€349'570
20% for UCL/UEL Qualifying Round Clubs	€5'767'560
Number of clubs entitled to receive a share	148 clubs
Equal share for each club	€38'970

The amount of prize money withheld for the 2015/16 season is yet to be confirmed. The distribution system will be identical to the one applied in 2014/15.

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.

TASK FORCE ON DOMESTIC GOVERNANCE

The ECA Task Force on Domestic Governance, under the chairmanship of ECA Executive Board Member Theodore Giannikos, 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

- Transparency on administrative procedures with full access to documents for Club Competitions Committee members
- Accessibility for clubs on key National Association information/decisions including the source and use of funds for professional football
- 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

- The Chairman of the body responsible for dispute resolution should be elected and/or appointed with the consent and approval of both club and player representatives
- Panels should be composed of equal number of clubs and player representatives with both sides afforded equal rights in the means of defending their respective cases

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.

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 UCL or UEL. Many other topics were addressed at different levels over the past season.

CLUB COMPETITION FORMAT 2018-21

In light of the upcoming 2018-21 UEFA Club Competition Cycle, the clubs are currently discussing the future of UEFA's main club competitions, namely 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 bearing in mind the different interests and sizes of clubs. Regardless, ECA has always been supportive of an evolution of UEFA's club competitions and with the current format and structure in place for several competition cycles already, it is felt that time has come to modify the current concepts to respond to sporting

and commercial challenges. In order to counter the declining competitiveness, in particular in the UCL Group Stage, the right balance between quality and quantity must be found. ECA is striving 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 foresees €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

UEFA Champions League Surplus 2015/16: APPROX. €85.4M

Proposed split as per surplus procedure in previous seasons:

- 60% Fixed Amounts (approx. €51.2m)** > distribution proportional to the fixed amounts share
- 40% Market Pool (approx. €34.2m)** > distribution according to the same mechanism as the overall market pool

UEFA Europa League Surplus 2015/16: APPROX. €27M

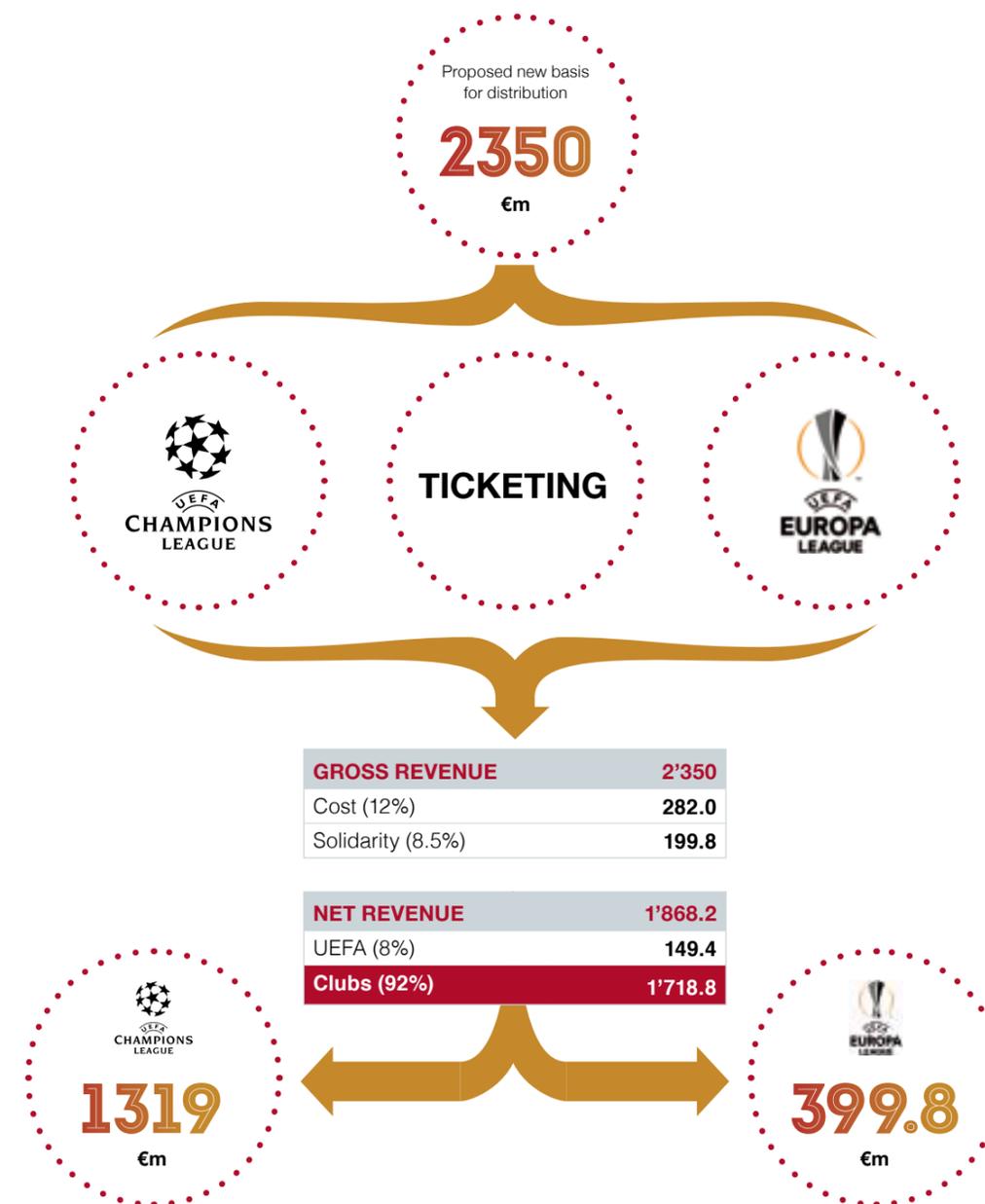
Proposed split as per surplus procedure in previous seasons:

- 60% Fixed Amounts (€16.2m)** > equal share for each group stage club (€335k/club)
- 40% Market Pool (€10.8m)** > distribution according to the same mechanism as the overall market pool

Solidarity for the Qualifying Phase Surplus 2015/16: APPROX. €6.6M

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

2016/17 FIXED AMOUNTS ALLOCATION



UEFA Champions League Fixed Amounts Allocation (60%): 2015/16 vs. 2016/17 (€k)

Allocation	GROUP STAGE		KNOCK OUT STAGE				
	GS Fee	Performance	Round of 16	QF	SF	RU	W
2015/16	12'000	1'500 win / 500 draw	5'500	6'000	7'000	10'500	15'000
2016/17	12'700	1'500 win / 500 draw	6'000	6'500	7'500	11'000	15'500

UEFA Europa League Fixed Amounts Allocation (60%): 2015/16 vs. 2016/17 (€k)

Allocation	GROUP STAGE		KNOCK OUT STAGE						KO QUALIFICATION BONUS	
	GS Fee	Performance	R of 32	R of 16	QF	SF	RU	W	Winners (GS)	Runners-up (GS)
2015/16	2'400	360 win / 120 draw	500	750	1'000	1'500	3'500	6'500	500	250
2016/17	2'600	360 win / 120 draw	500	750	1'000	1'600	3'500	6'500	600	300

UEFA YOUTH LEAGUE 2015/16

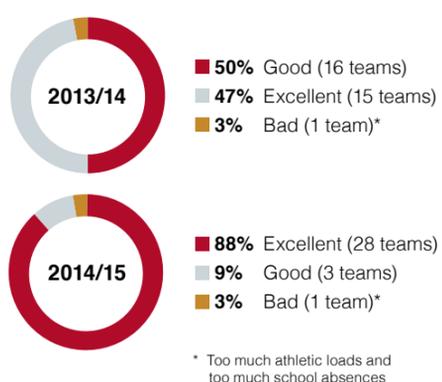
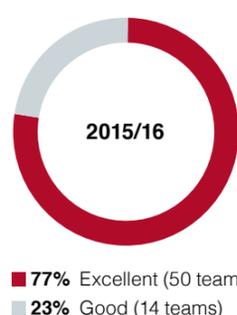
Following a successful two-year trial period, the UEFA Youth League (UYL) took on a slightly different format in the 2015/16 season: whilst the UCL path was retained with the same format and system, a parallel path for the domestic youth champions was introduced. Via a survey, the 64 participating UYL 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.

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.

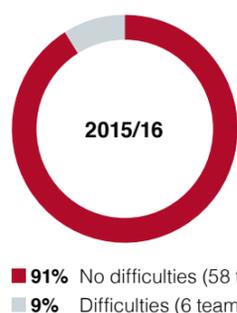


UYL GENERAL EXPERIENCE

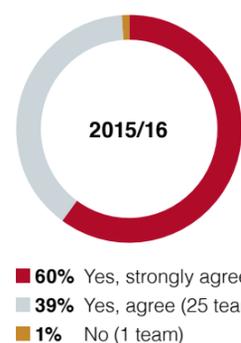


* Too much athletic loads and too much school absences

SCHOOL CONSTRAINTS



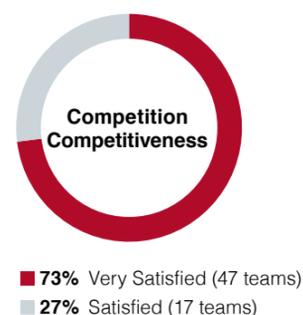
UYL CONTRIBUTES POSITIVELY TO THE PLAYERS AND YOUTH TRAINING PROGRAMME



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.

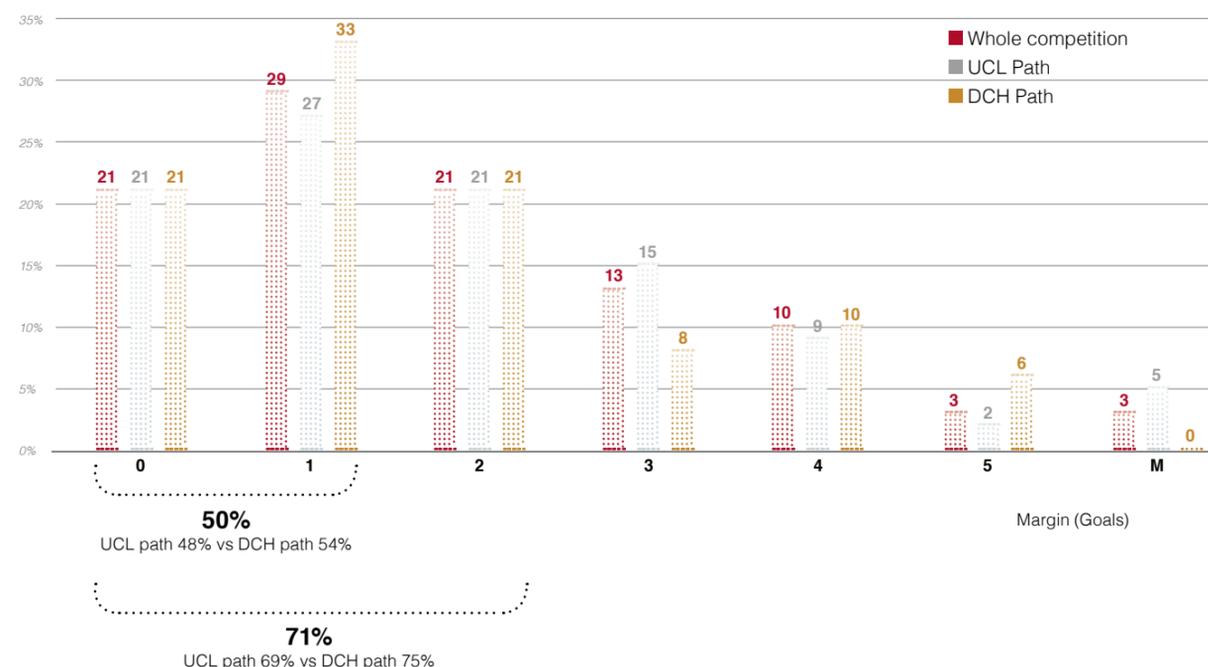
HOW SATISFIED ARE YOU WITH THE COMPETITIVENESS OF THE UYL?



UYL COMPETITIVENESS

UYL 2015/16 Breakdown of goal difference per match

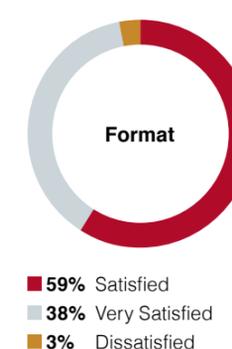
PHASE 1 of the competition: Group stage UCL path, and R1 & R2 DCH path



NEW FORMAT

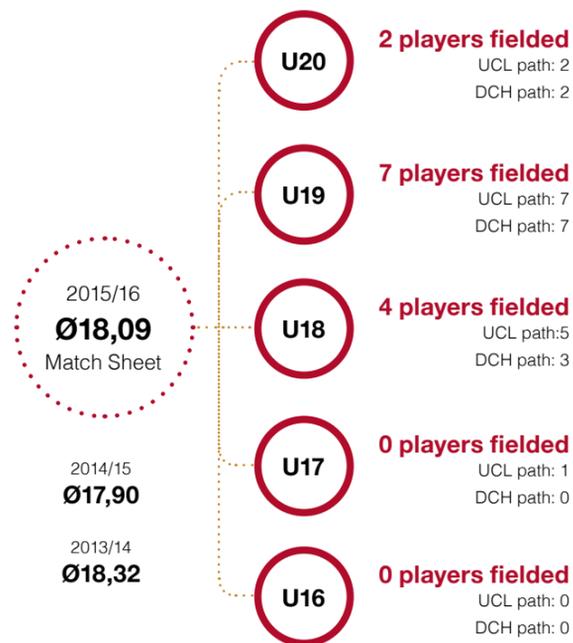
During the test phase, the competition mirrored the UEFA Champions League (32 clubs), whilst the new format also included the domestic champions of the top 32 National Associations. The new format gives more youth players experience of international football and assists them in their transition from 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).

ACCESS LIST & FORMAT OF THE COMPETITION



AGE CATEGORY

After different analyses of the UEFA Youth League and domestic championships, the Working Group decided to keep the current age category for the future (U19). Moreover, it was agreed to maintain the existing rule of allowing up to three U20 players to play in the UEFA Youth League to relieve the school constraints on certain players, to give the clubs more flexibility, to give a development opportunity to some U20 players who needed more competitive matches and to use the U20 players as an example for the younger players.



CLUB-TRAINED PLAYERS

Following the two-year test phase, the quota of players trained by the club was increased from 10 to 12 (out of 20 players) per match. The Working Group recommended to keep the same number of club-trained players (12) moving forward. This rule aims at avoiding investments in new players exclusively to win the competition and encourages clubs to invest in their academy and youth development programmes.

PLAYER ELIGIBILITY (CLUB TRAINED PLAYERS)
Competition Ø: 15 (20 players list) / 13 (match sheet) / 11 (players fielded)



From the match sheet: Ø16 players are domestic players & Ø2 foreign players.

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 Annexe 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 Inspector

- Sanctions proposed by the ethics and disciplinary inspectors will be in line with the sanctions stipulated in the sanction catalogue.

Art. 56 – Reply to Appeal and Cross Appeal

- After lengthy discussions, the provision allowing the UEFA disciplinary inspector to cross-appeal an appeal lodged by a club / federation has been removed.

Art. 57 – Hearings

- UEFA withdrew its proposal to open up hearings to the general public by means of live video streams.

Art. 65.1 – Time Limits on Enforcement of Decisions

- Although not to the extent requested, the time limit to enforce a decision / suspension on players has been decreased from three to two years for one-two match suspensions and from six to five years for three-six match suspensions.

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 ECA’s 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.



UEFA EURO 2016 CLUB BENEFITS DISTRIBUTION MECHANISM

In order to recognise the significant contribution of clubs to the success of the UEFA EURO tournaments, ECA and UEFA agreed under the terms of the 2012 Memorandum of Understanding, that clubs are entitled to the amount of €150m from the UEFA EURO 2016 revenues. The distribution mechanism is identical to the one applied for the UEFA EURO 2012 in Poland/Ukraine, where 575 clubs benefited from the total amount of €100m. For the UEFA EURO 2016, the total amount (€150m) will be split between the qualification phase (€50m) and the final tournament (€100m).

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

CLUB	NUMBER OF PLAYERS
1 Juventus ITA	12
Liverpool FC ENG	12
3 Tottenham Hotspur FC ENG	11
4 Manchester United FC ENG	10
5 FC Barcelona ESP	9
FC Bayern München GER	9
Fenerbahçe SK TUR	9



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

ECA PLAYER RELEASE ANALYSIS – UEFA EURO 2016

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 (98.2%) 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.
- **More than 18.5%** of the UEFA EURO 2016 players play their club football in the English Premier League.
- **15 out of the 24 National Teams** were exclusively composed of players registered with European clubs.
- **Romania** was the only National Team having more than one player registered with non-European clubs.
- **All 23 players** of the English National Team were registered with clubs in England.



VISION THROUGH INSIGHT

05 FIFA MATTERS

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 Confederations, was tasked to review and restructure the existing FIFA governance model.

MAIN REFORMS

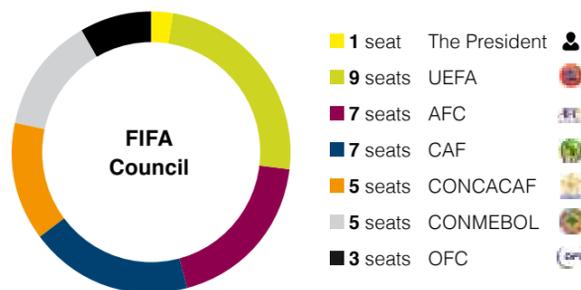
The main aspects of the reforms can be summarised as follows:

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.

The new FIFA Council is composed of 36 members and the FIFA President (with a minimum of six seats for female representatives).

NUMBER OF SEATS = 36 + PRESIDENT
(minimum of six seats for female representatives)



Term Limits

The FIFA President, FIFA Council members, as well as members of the Audit and Compliance Committee and of the judicial bodies, will be able to serve a maximum of 12 years (i.e. three four-year terms).

Election of FIFA Council Members

The members of the Council will be elected by the member associations of the respective region under FIFA's electoral regulations, with a FIFA Review Committee to conduct comprehensive and enhanced integrity checks. Furthermore, the FIFA Council will see a minimum of one female representative elected as a Council member per Confederation.

Disclosure of Individual Compensation

Salaries and compensation schemes of the FIFA President, all FIFA Council members, the Secretary General and relevant chairpersons of independent standing and judicial committees, will be disclosed on an annual basis.

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 Ramón Jesurún (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.



Gianni Infantino and Karl-Heinz Rummenigge

On the occasion of the 66th FIFA Congress in May 2016, FIFA President Gianni Infantino announced the appointment by the FIFA Council of Fatma Samba 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.

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 Annexe 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.

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 reported up to 31 December 2015.

Number of reported losses in total	190
Losses admitted (including 13 without prejudice and compromise settlements)	128
Losses pending (including 10 losses pending agreement > further medical/salary information requested)	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	154	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	34	34
2013	32	27	61
2014	41	25	86
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 at 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, DR 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).

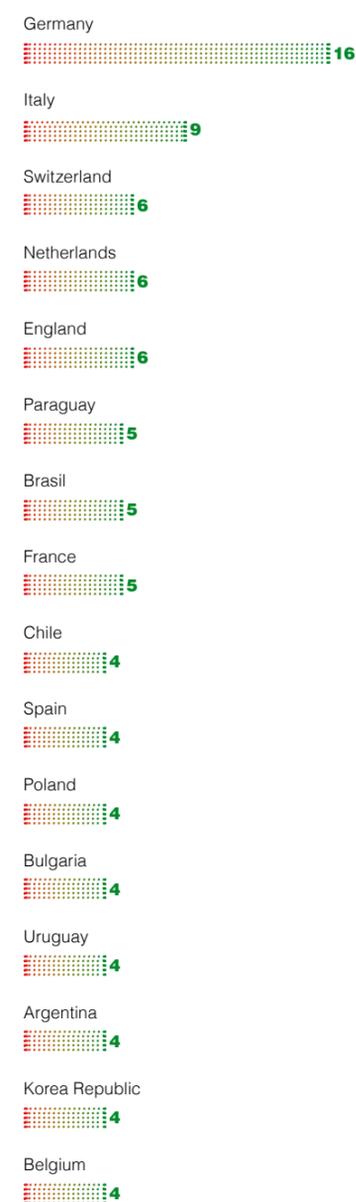
Number of Injured Players by League

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, Bangladesh Premier League, Botola, Bulgarian A Professional Football Group, Campeonato Brasileiro Série A, Chilean Primera Division, Dhiraagu Dhivehi League, English Championship, FA WSL, 3. Liga (Germany), Japanese J2, Liga Portugal, Macedonian First Football League, Paraguayan Primera Division, Peruvian Primera División, Scottish Third Division, South Africa PSL, Superleague Greece.

NUMBER OF INJURED PLAYERS BY NATIONALITY



NUMBER OF INJURED PLAYERS BY LEAGUE



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.

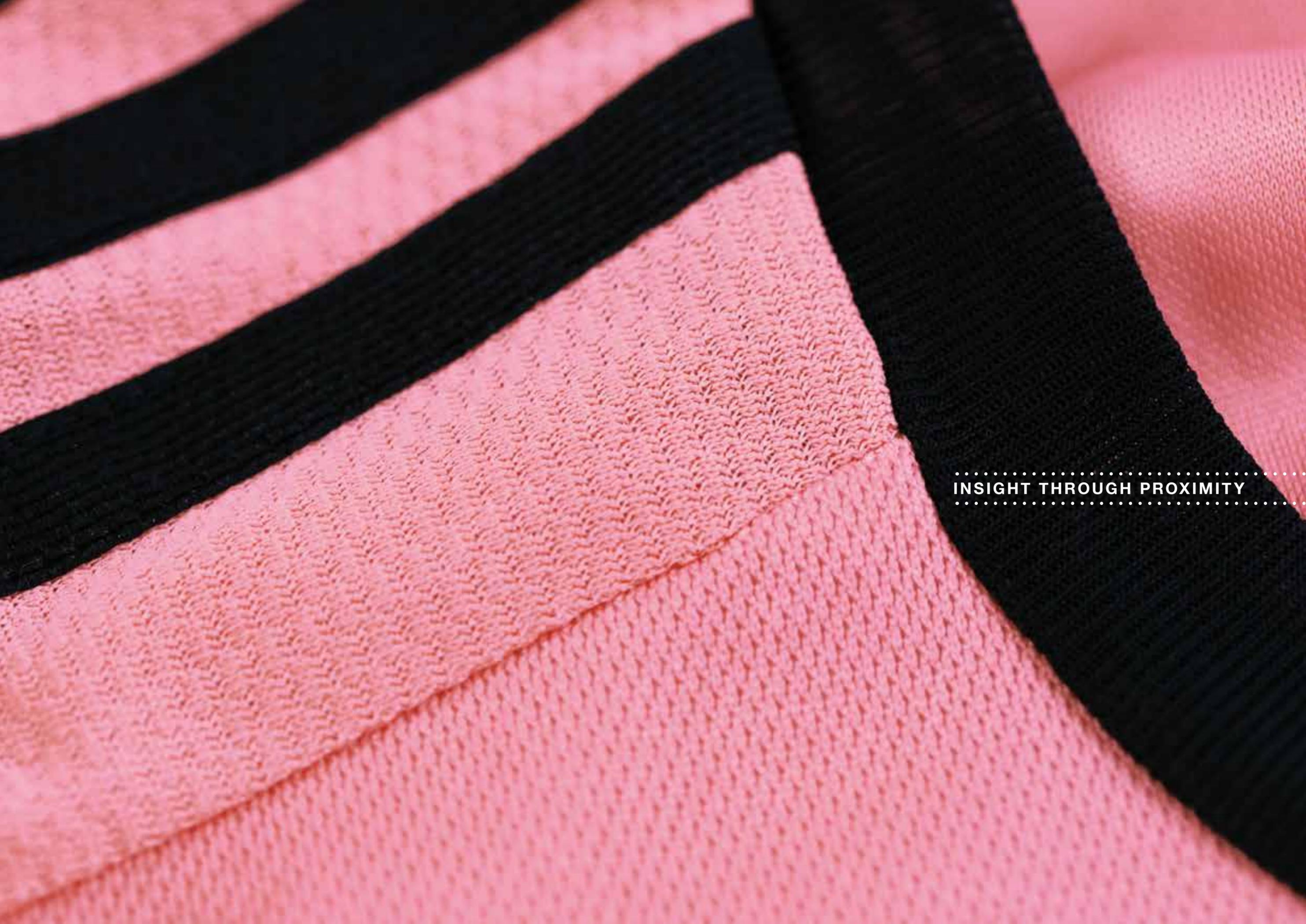
RECOMMENDATIONS TO CLUBS

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 clubs 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.

A close-up photograph of a textured orange fabric, possibly a towel or a piece of clothing, with a black ribbed band. The fabric has a fine, woven texture. The black band is visible on the right side of the image. The overall composition is abstract and focuses on the textures and colors of the materials.

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INSIGHT THROUGH PROXIMITY
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06 CLUB MANAGEMENT PROGRAMME

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).

BACKGROUND

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 football club executives in mind. The sessions are scheduled during international breaks and the content is delivered by some of club football's top practitioners, as well as renowned academics.

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 knowledge of different club functions to eventually grow within the club structure. ECA hopes this programme will serve as a basis for participants to strengthen their skills and become the next generation of top club football managers, whilst also being able to transfer the knowledge gained to help their clubs develop further.

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.

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.

Scientific Panel

The members of the Scientific Panel boast a vast experience in club management and are an invaluable asset to the programme. The panel supports the content and ensures a high quality input into the seminars. The panel includes:

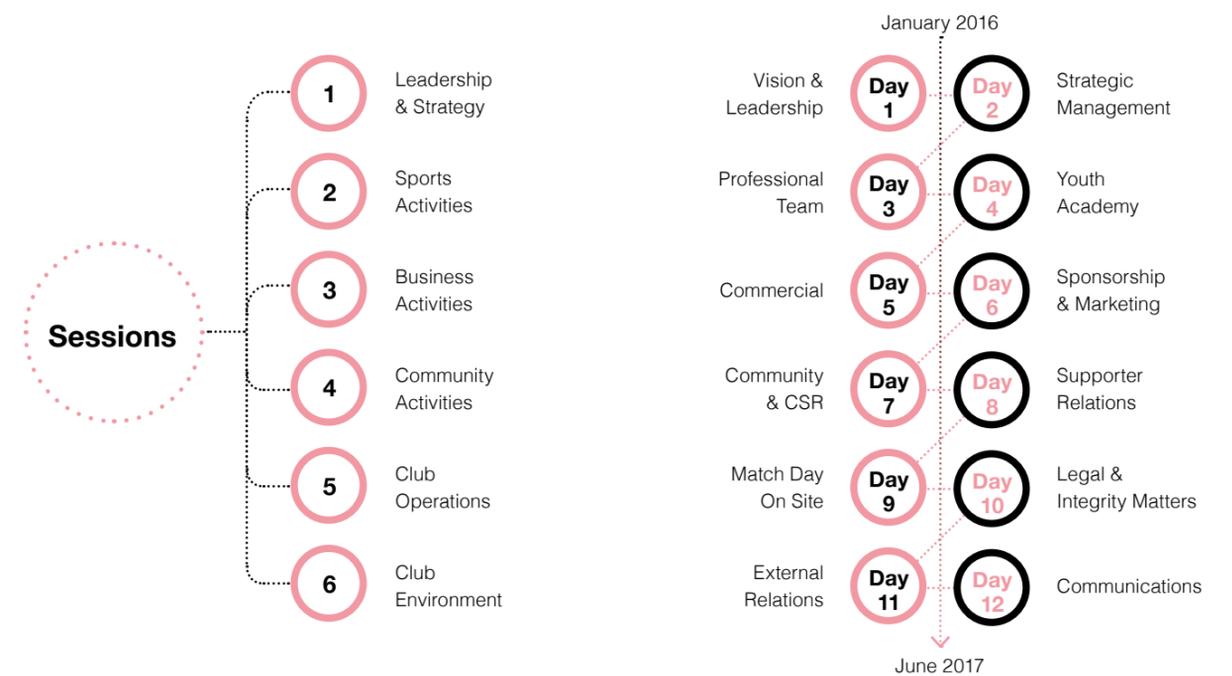
- Diogo Paiva Brandão, Former CEO, FC Porto Commercial & ECA Executive Board Member
- Bernhard Heusler, Chairman FC Basel 1893
- Ignacio Palacios Huerta, Athletic Club Board Member & Professor of Managerial Economics and Strategy at the London School of Economics (LSE)

- 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
- Diederik Dewaele, ECA Head of Administration who reports to the ECA Executive Board on behalf of the Scientific Panel

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:

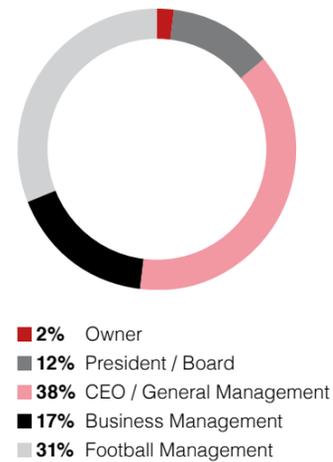
- Olivier Jarosz, CMP Manager
- Konstantin Kornakov, Club Expertise Partner, LTT Sports



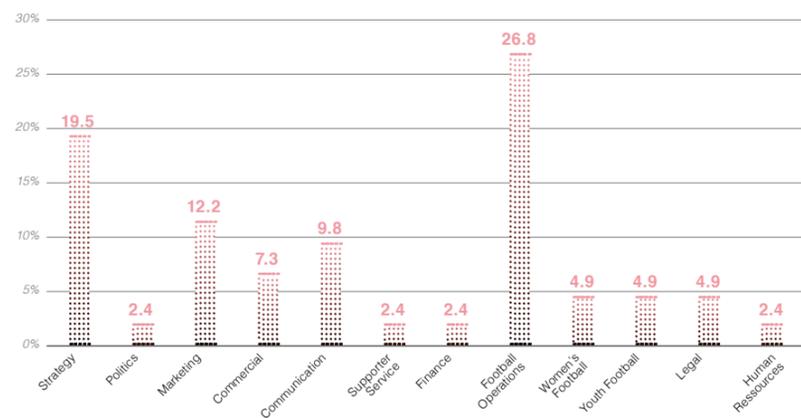
PARTICIPANTS

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.

CMP CLASS PROFILE



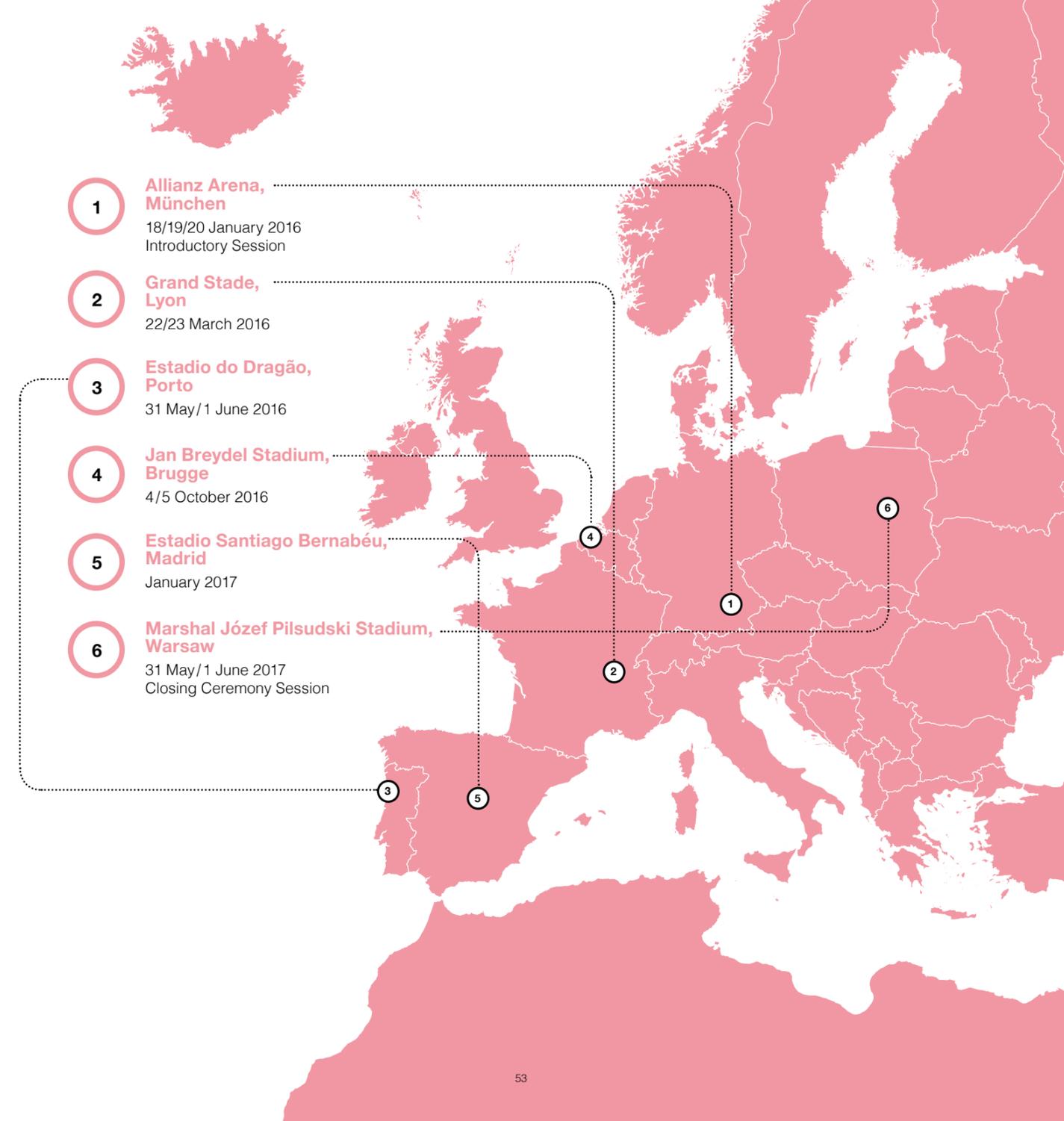
AREA OF EXPERTISE



FK Austria Wien AUT	Apollon FC CYP	FC Zürich SWI
Qarabag FK AZE	Manchester City ENG	Strømsgodset Toppfotball NOR
KKS Lech Poznań POL	PFC Neftchi AZE	FK Sarajevo BIH
Maccabi Haifa FC ISR	Olympiacos FC GRE	Maccabi Tel-Aviv FC ISR
Malmö FF SWE	AC Milan ITA	B36 Tórshavn FRO
ŠK Slovan Bratislava SVK	Beşiktaş JK TUR	Fenerbahçe SK TUR
BV Vitesse NED	Molde FK NOR	Club Brugge BEL
PAOK FC GRE	Ferencvárosi TC HUN	Tottenham Hotspur FC ENG
Athletic Club ESP	FK Crvena Zvezda SRB	Legia Warszawa SA POL
F91 Dudelange LUX	PFC Ludogorets 1945 BUL	The New Saints FC IRL
Schalke 04 GER	Esbjerg fB DEN	FC Red Bull Salzburg AUT
FK Teplice CZE	FK Budućnost Podgorica MNE	
KRC Genk BEL	AC Sparta Praha CZE	
FC Dacia Chişinău MDA	FC Internazionale Milano ITA	
HJK Helsinki FIN	FC København DEN	

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.



- Allianz Arena, München**
18/19/20 January 2016
Introductory Session
- Grand Stade, Lyon**
22/23 March 2016
- Estadio do Dragão, Porto**
31 May / 1 June 2016
- Jan Breydel Stadium, Brugge**
4/5 October 2016
- Estadio Santiago Bernabéu, Madrid**
January 2017
- Marshal Józef Pilsudski Stadium, Warsaw**
31 May / 1 June 2017
Closing Ceremony Session

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 tricks 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



07

WOMEN'S FOOTBALL

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.

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:

KS Vllaznia ALB	Atlético de Madrid Féminas ESP	Skonto FC LVA
NÖSV Neulengbach AUT*	FC Barcelona Femení ESP	Birkirkara FC MLT
Standard Fémina de Liège BEL	Valencia CF Femenino ESP	FC Twente Vrouwen NED
FK Sarajevo BIH	FC Levadia Tallinn EST	Glentoran Belfast United NIR
Apollon Ladies FC CYP	Olympique Lyonnais FRA	LSK Kvinner FK NOR
AC Sparta Praha CZE	Paris Saint-Germain FC FRA	FC Rossiyanka RUS*
Brøndbyernes IF DEN	1. FFC Turbine Potsdam GER*	FC Zürich Frauen SUI
Fortuna Hjørring DEN*	FC Bayern München GER	ŠK Slovan Bratislava SVK
Arsenal Ladies FC ENG	VfL Wolfsburg GER	Elitfotboll Dam SWE*
Chelsea Ladies FC ENG	Ferencvárosi TC HUN	
Manchester City Women FC ENG	Fiorentina Women's FC ITA	

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

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):



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, and 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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PROXIMITY THROUGH NEED
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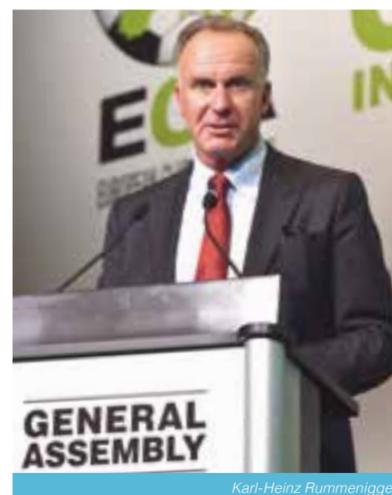
90 MINUTES FOR HOPE

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.

BACKGROUND

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' was the first-ever pan-European campaign involving clubs from across the continent and was complementary to the many projects already undertaken by clubs individually at local, regional and national level.



Karl-Heinz Rummenigge

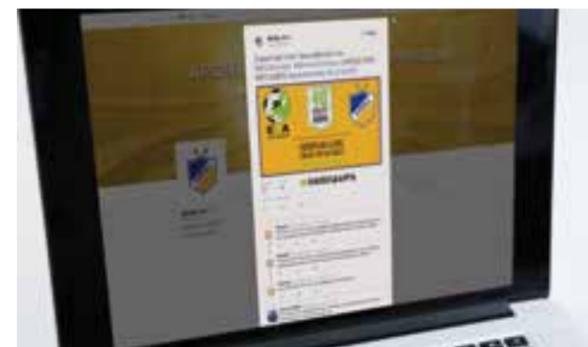
COMMUNICATION CAMPAIGN & CLUB PARTICIPATION



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 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.

EUROPEAN CLUBS
UNITED FOR REFUGEES
#90minsForHope





All in all, thanks to the fantastic participation of ECA Member Clubs, which also included a few clubs not playing in European competitions during the 2015/16 season, the initiative raised € 1.3 million. In the meantime, following a thorough evaluation process, the ECA Executive Board decided to donate the sum evenly between two organisations whose efforts are focused on supporting refugee children – Save the Children and UNICEF. Both having an excellent reputation and dedicated refugee projects in relevant countries across Europe.



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 of € 1.3 million to Save the Children and UNICEF. The presentation took place at the Karaiskakis Stadium in Piraeus in the presence of senior officials from ECA Executive Board Members, Ivan Gazidis and Theodore Giannikos, ECA General Secretary, Michele Centenaro, and senior representatives from Save the Children and UNICEF respectively.



Ivan Gazidis, Ömer Güven, Michele Centenaro, Ilias Liberis and Theodoros Giannikos

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 6'800 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 clippers, cotton wool, and moisturising zinc 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 trained on child protection standards in Serbia.

The support will continue throughout 2016, and ECA would like to warmly thank once again all the clubs who have participated in this joint initiative!

“ ECA's support and generosity has been unprecedented. Save the Children is doing whatever it takes to get life-saving aid to vulnerable children fleeing war and persecution, and we simply could not do this without the help of ECA. Thanks to you, we have been able to reach tens of thousands of children across Europe. Your initiative "90 Minutes for Hope" is helping us to give the most deprived children hope – hope not only for 90 minutes, but hope for a lifetime. On behalf of the children you are helping: thank you ECA!

Ömer Güven

CEO of Save the Children Switzerland

“ 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



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NEED THROUGH UNDERSTANDING
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EU MATTERS

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 headquarters 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 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.



Tibor Navracsics and Karl-Heinz Rummenigge

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

organisers, 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 Governments 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. Anne 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 within National Association decision-making structures.

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 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 tabling a number of direct and interesting questions. It was agreed that such dialogue would take place annually.



MEP roundtable participants

COLLABORATION ON EU MATTERS WITH OTHER SPORTS BODIES

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.

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.

ECA pointed at the current situation whereby each association implemented the new FIFA minimum requirements on intermediaries in a different way, thereby creating an impossible regulatory patchwork. From this starting point, ECA proposed to create a register for intermediaries. Such a register, similar to attorneys, architects or doctors, would allow for the creation of a European-wide framework, which would ideally lead to a situation whereby the intermediaries, as mandatory members of this register, would have to abide by some minimum quality requirements and in exchange be able to work in Europe without any additional administrative burden. Existing player agents' associations should be involved in the set-up of such a register 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.



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UNDERSTANDING THROUGH FOCUS
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ECA INSIDE

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 (EDFN) 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 children/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 75 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 Briskorn, Head of CSR at VfL Wolfsburg (Germany), and Filip Lundberg, Sustainability Manager at Djurgårdens IF (Sweden). The three speakers were then joined by An-Gaëlle Bénédict, Development Manager at Paris Saint-Germain (France),

and Simone Freling, Director of the Ajax Foundation (Netherlands), for an interesting panel discussion on the various club approaches that exist around Europe. The afternoon session kicked off with the presentation of the Juventus sustainability model: Claudio Albanese, Head of Communication and External Relations, and Virginia Antonini, Sustainability and External Relations Manager, described how they integrated economic, social and environmental sustainability in the club's core business structures. Subsequently, three parallel practical working sessions were held, with the aim of brainstorming on the different ways to develop a sustainability model for clubs. The main outcomes of the break-out sessions were then presented to all participants and led 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 Schlossarek-Dhowtalut (FIFA Football for Hope Programme Manager), Monica Namy (UEFA Social Responsibility Specialist) and Philipp Müller-Wirth (UNESCO Executive Officer for Sport) notably 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 no less 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, Niel 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 Menze (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 Genk (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.



ECA AWARDS 2015

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
SPAIN

FC Barcelona were 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'. Thanks to this outstanding performance, FC Barcelona became the only European club to win the treble twice, six years after their first 'triple'. All this was achieved thanks to their great attacking style throughout the whole season, in which their three main strikers alone scored an unprecedented total of 122 goals in all competitions combined.



BEST SPORTING PROGRESS



FC DNIPRO DNIPROPETROVSK
UKRAINE

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. This 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
ENGLAND

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.



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

- Mr. Peter Gilliéron, UEFA Executive Committee Member and Chairman of the Committee for Fair Play & Social Responsibility at UEFA
- Mr. Marc-André Buchwalder, Co-founder and CEO of the Scort Foundation
- Mr. Emilio Butragueño, Real Madrid CF (Winner of the ECA CSR Award 2014)



BEST ACHIEVEMENT



FC LEVADIA TALLINN
ESTONIA

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	Best Sporting Progress	Best Achievement	Best CSR Programme
2015	FC Barcelona ESP	FC Dnipro Dnipropetrovsk UKR	FC Levadia Tallinn EST	Arsenal FC ENG
2014	Real Madrid CF ESP	FC Red Bull Salzburg AUT	Celtic FC SCO	Real Madrid CF ESP
2013	FC Bayern München GER	Borussia Dortmund GER	Juventus ITA	KRC Genk BEL
2012	Chelsea FC ENG	APOEL FC CYP	U.C. Sampdoria ITA	FC Shakhtar Donetsk UKR
2011	FC Barcelona ESP	SC Braga POR	FK Baku AZE	Celtic FC SCO
2010	FC Internazionale Milano ITA	FC Unirea Urziceni ROM	FC Porto POR	Hapoel Tel-Aviv FC ISR

EUROPEAN WEEK OF SPORT 2015

Launched by the European Commission with the aim of promoting sport and physical activity across Europe, regardless of age, background or fitness level, the first European Week of Sport successfully took place from 7-13 September 2015.



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 economy as a whole.

To respond to this negative trend, alongside a number of other leading sports organisations from across Europe, ECA has agreed to offer its backing

to the initiative by highlighting the European Week of Sport throughout the entire week, mainly through the use of its communication platforms. A special #BeActive hashtag was created as the overarching campaign theme to be used in all communications.

The first ever European Week of Sport taking place, coincided with the 15th ECA General Assembly in Geneva. ECA used the event to promote the initiative amongst its present Member Clubs. A short presentation was given during the plenary session and the #BeActive logo featured on different event collateral, such as the programme, meeting agenda and different slides. Furthermore, the traditional ECA Football Tournament took place under the #BeActive banner and all five teams played with custom-made jerseys featuring the #BeActive logo. Pictures from the ECA Football Tournament were shared via ECA's social media platforms.

Additionally, ECA invited all its Member Clubs to help raise awareness about the initiative by spreading the word to their

millions of fans through their various communication platforms, including, but not limited to, social media, club website, club TV and stadium magazine. For this, a communications toolkit including information and custom-made visual elements was shared with all ECA Member Clubs. As a result, a great number of ECA Member Clubs participated in the campaign and endorsed the European Week of Sport through their club channels, in particular social media, reaching millions of fans worldwide and contributing to the overall success of the initiative.

The ECA campaign was a huge success with the EC using it as a best practice example as it looks to encourage other sporting bodies and personalities to engage accordingly in the 2016 edition of the European Week of Sport.

The second edition of the European Week of Sport, which can again count on the support of ECA, will kick off on 10 September 2016.

ESSMA SUMMIT 2016

For the second consecutive year, ECA partnered with the European Stadium & Safety Management Association (ESSMA) for the organisation of the 2nd ESSMA Stadium Summit at the brand new San Mamés Stadium in Bilbao in January 2016.

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.

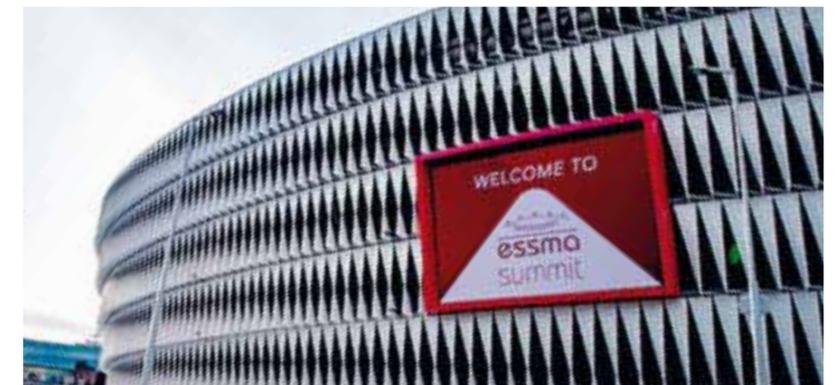
The programme of the first day included keynote speeches from experts representing Athletic Club, the Sports Ground Safety Authority (SGSA), Heineken and the Major League Soccer

(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, Brøndby 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 Stadium Summit will be held at the newly built Parc Olympique Lyonnais in Lyon in January, 2017.



CAMP BECKENBAUER GLOBAL SUMMIT

For the first time, ECA joined the international sports business event CAMP BECKENBAUER at the Global Summit in Kitzbühel, Austria.

The CAMP BECKENBAUER Global Summit 2015, which ran under the overarching theme of 'The Future of Sports in a Digitalized World', brought together some of the most influential personalities from the world of sports and associated areas in business, media and politics. As part of a partnership agreement, ECA facilitated the participation of some high-profile club representatives in a panel entitled 'European transfer system under review' moderated by Sky Sport's Jim White. ECA Executive Board Members Andrea Agnelli

(Juventus), Ivan Gazidis (Arsenal FC), Edwin van der Sar (AFC Ajax) and Borussia Dortmund CEO Hans-Joachim Watzke were present to share some of their experiences with the existing transfer system.



ECA FOOTBALL TOURNAMENT 2015

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.



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Nathalie Durnat
Personal Assistant to GS & Office Coordinator



Dudley Langelier
Intern (October 2015-April 2016)



Thomas Rekus
Intern (May 2016- September 2016)



.....
FOCUS THROUGH CLOSENESS
.....



APPENDIX

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)

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

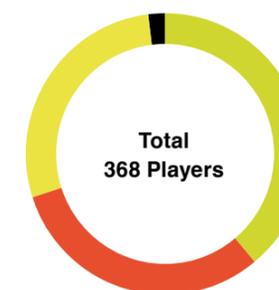
40.2%

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

6

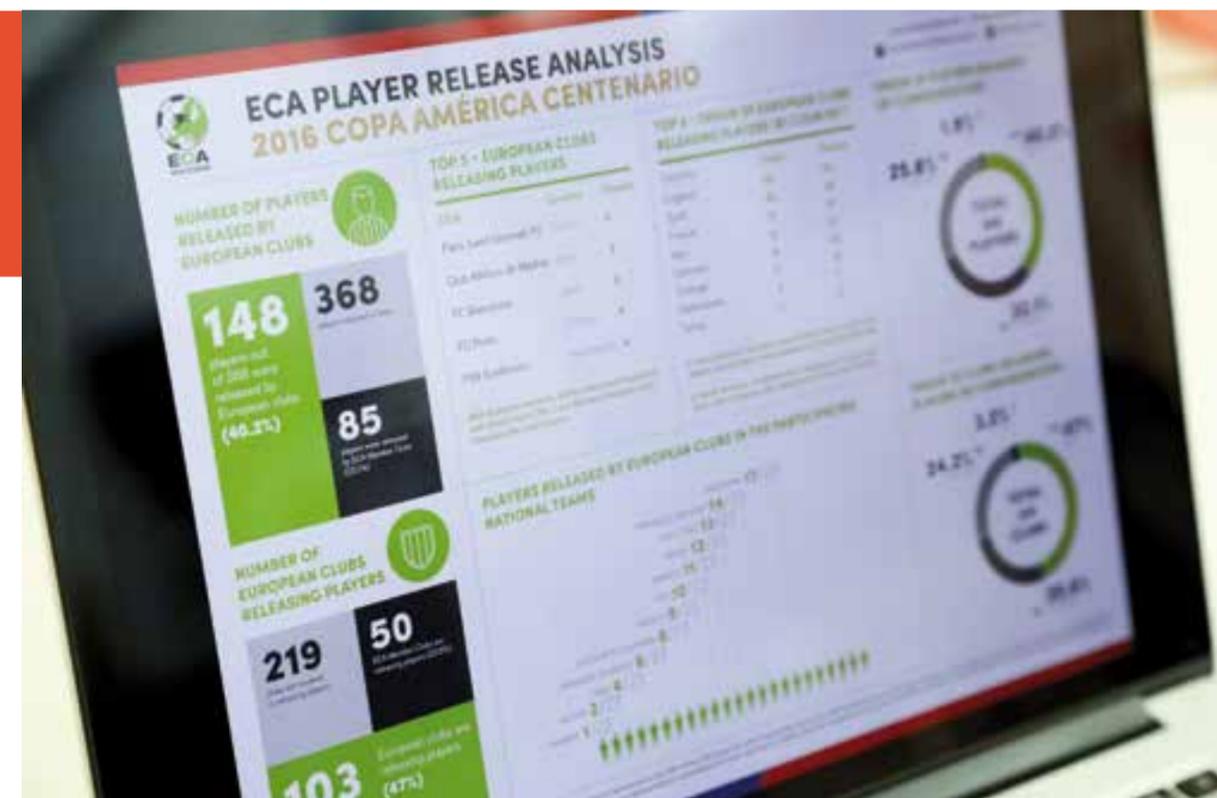
Paris Saint-Germain FC (FRA) is the European Club releasing most players, with 6 players released

ORIGIN OF PLAYERS RELEASED (BY CONFEDERATION)



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

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.





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

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Geneva, Switzerland

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