



ANNUAL REPORT

2017/18





LEADING THE WAY FOR FOOTBALL CLUBS IN EUROPE



SEASON 2017/18

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FOREWORD FROM THE ECA CHAIRMAN



FOREWORD FROM THE ECA CHAIRMAN

Dear all,

The new season has just begun and as is customary, every club in Europe starts with zero points both in international and domestic competitions. Irrespective of whether your club has just won the UEFA Champions League or made it to the UEFA Europa League qualifying round last year: we are all on the starting line right now and fully focused on our objectives for the coming season. Eagerness, boldness, rationality, intelligence, fair play, consistency on and off the pitch must guide us. It is these same attributes that will drive ECA forward.

In this first year of my mandate, I have spent a lot of time listening to the realities characterising the club game from every part of Europe. It has been an informative experience and I want to thank you all for being so committed and open. We have the privilege to work in an exciting and multifaceted industry, trying to outline the future of the most *beautiful game* on earth. We might not always share the same opinion on complex issues, but this is when our association stands out: shaping and then bringing forward the interest of the European clubs through cooperation and participation. This will hopefully lead to shared solutions. We are all aware that it will not always be an easy task. However, I would never have accepted to work day in and day out as Chairman of ECA, if I were not absolutely convinced that our association can make a meaningful and positive impact in shaping the future of the game and that "the best is yet to come".

As always, engagement with the other stakeholders, especially UEFA and FIFA, is key to developing club football. Among all the actors, our association is the natural counterpart of football's governing bodies: it represents entities that every year invest in infrastructures, players, coaching, marketing and development. We deliver the spectacle on the pitch every week and bear the entrepreneurial risks off it. We do not tolerate prevarications from other parties and we will continue safeguarding and promoting clubs' interests. In this regard, our relationship with UEFA and its President Aleksander Čeferin has been productive and very much focused on the long-term strength of the best club competitions in Europe, reaching out to a truly global audience. As we look forward, we continue to examine ways to enhance the European club competitions and modernise the International Match Calendar, ensuring that the rules that underpin it are respected. We also seek to work in collaboration with FIFA on future developments, including the FIFA Club World Cup format, looking for a common and shared vision on global issues.

Clubs are living in a promising period. For the first time, football governing bodies are ready to discuss and engage with clubs and other relevant stakeholders on crucial issues related to our business. In this scenario, our organisation is very well placed in no small part due to the work that has been carried out throughout the last 10 years by our members and our former Chairman Karl-Heinz Rummenigge. The main results of this work are plain to see: Memorandum of Understanding with UEFA, two ECA representatives on the UEFA Executive Committee and the establishment of the UEFA Club Competitions SA. These are the starting points for our journey: from today to 2024 and beyond, football must evolve in a sustainable way and clubs must be key actors in defining this process.

I can assure you that our association will continue to work in an engaging, open and inclusive manner, with the interests of members at its heart, as we seek to make the club game better for all. We have already implemented changes to the ways in which decisions are made, following the adoption of an enhanced model of governance. This has enriched the bond among members, providing increased participation and transparency in the decision-making process.

Shaping the future of football means sharing ideas, opinions and proposals and, above all, means caring about the needs of all stakeholders. Our association is made up of clubs of all sizes, from different countries, with different stories, heritages, fan bases, governance and business models, and different objectives, from the ones chasing trophies every season to the ones, whose ambition is to participate on the global football stage. Despite this difference, we are united by the fact that every club is competing week in week out on the pitch, for the same goal. ECA, as our common team, will play its part.

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

A handwritten signature in black ink, which appears to be 'A. Agnelli', written over a horizontal line.

Andrea Agnelli
ECA Chairman

GENERAL SECRETARY'S REPORT

Dear ECA Members,

The past year at ECA has been one of both change and celebration. As we began a new membership cycle, we also entered a new era, kicking off our second decade with the appointment of a new Chairman, bringing fresh ideas and renewed dynamism to our association.

The last year has also seen us look back at the road we have ventured down, recognising the many achievements we have accomplished together in our 10-year existence. Over the course of a decade, ECA has established itself as a serious and well-respected stakeholder in the European football landscape. Our members celebrated this journey in March, as we all met in the suitably historic city of Rome for our landmark 20th General Assembly.

In the past 12 months, we have also achieved substantial results that enhanced the club game. In this report, I will provide an overview of the key decisions made during the 2017/18 season.

INSIDE ECA

Last September, we implemented fundamental changes to the way in which our association is run with the adoption of governance reforms, which aimed at increasing participation and transparency in the decision-making process. The establishment of Working Group Bureaus within these reforms have ensured greater representation

across subdivisions, as well as a direct link between Working Groups and the Board, leading to more informed decisions. This is in addition to the enlargement of the Executive Board back in March, which allowed each Subdivision to elect a Representative to attend Board meetings alongside existing Board members. The updated ECA Statutes reinforce the connection between clubs of different sizes and regions that make up our dynamic and unified association.

We have maintained this strong relationship with members throughout the year with two rounds of PEC meetings across different regions of Europe. These meetings provided the perfect opportunity to gain invaluable feedback from clubs on key issues, such as the future of the transfer system, Financial Fair Play regulations, UEFA Club Competitions 2021–24, as well as the future of UEFA's club competitions post-2024. I believe the ideas shared in these meetings will ensure that decisions at the top level at ECA are now more comprehensive and representative of our 230 members than ever before.

Furthermore, the Executive Board has decided to strengthen the ECA Administration with a view to it playing a proactive role in the key dossiers relating to the development of the club game. The expansion of the ECA Administration will ensure that ECA is even better placed at the forefront of the debate in shaping the game in the coming years.

STAKEHOLDER RELATIONS

Concerning relations with stakeholders, one achievement that cannot be understated is the ratification of two ECA representatives as full members on the UEFA Executive Committee.

This historic development provides clubs, which are the foundation of the game, with the appropriate platform to shape decisions affecting football at European level.

UEFA must be commended for its diligence and cooperation during the consultation process on updates to the UEFA Club Licensing and Financial Fair Play Regulations. Following a thorough review of the regulations alongside our ECA Financial Fair Play Strategic and Technical Panels, the updates ensure that our common goal of sustainable financial practices amongst clubs will be achieved. Over the last year, we have also seen the reactivation of UEFA's Professional Football Strategy Council (PFSC). This platform promotes good governance through the democratic sharing of ideas amongst all necessary parties and has the ambition to lead to collective European positions on the key matters.

We were also pleased to finalise all the elements of the 2018–21 UEFA Club Competitions cycle, which will feature an adapted UEFA Champions League that will stand until 2024. At the same time, within the UEFA Club Competitions Committee, discussions have commenced concerning updates to the UEFA Europa League for the 2021–24 cycle. As ever, ECA is focused on the long-term success of European club football, meaning that initial consultation on competitions post-2024 has already begun.

The UEFA Club Competitions SA (UCC SA), which only became operational in June 2017, has spent its first year focusing on ensuring that the commercial rights to the UEFA Club Competitions are managed and exploited in the most efficient and effective manner possible. The UCC SA's Board of Administrators, which counts 50% of ECA representatives, has met four times over the last 12 months. In addition,

interaction has been regular and ongoing at operational level between ECA and UEFA representatives who make up the UCC SA's Management Board.

Last November, FIFPro and FIFA signed an agreement on 'narrow issues', which led to FIFPro withdrawing its complaint on the transfer system that it had lodged with the European Commission. This agreement came about following extensive negotiations between ECA and FIFPro and was formally agreed in FIFA's Football Stakeholders Committee. Focus has now shifted to 'broader issues'. This arrangement has led to the establishment of a task force that is looking into a number of key areas of the transfer system, including the role of agents, training compensation, loans, squad-size limits, home-grown player rules and transfer windows. Consultation with FIFA in this respect has been cooperative and remains ongoing as, collectively, we look at ways of enhancing the transfer system.

KNOWLEDGE

The exchange of knowledge amongst members is an important pillar of ECA. We were proud to host our 2nd Women's Club Football Workshop in Florence last November. The attendance of many clubs highlighted the increasing importance ECA places on the women's game. Beyond organising the Workshop, the ECA Women's Football Committee continues to work hard on actively engaging with UEFA and FIFA to improve all aspects of the women's club game.

Youth development at European clubs has also been high on the agenda, as we held a Youth Conference in Munich. This event coincided with the publication of the ECA Youth Academy Study, in which 12 Professional Youth Academy Quality Areas were outlined, providing a guide to

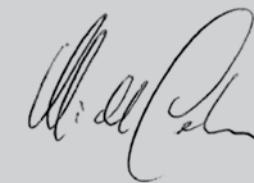
implementing and running a successful youth academy. Furthermore, we collaborated with ECA Member Club HNK Hajduk Split to hold a conference looking at the 'Socio' Membership Structure and how the unique practices of clubs with this organisational structure can benefit clubs of all sizes.

At the start of the season, the ECA Club Management Programme (CMP) kicked off its second edition with participants from 40 of our member clubs. The programme held its first-ever session outside of European borders, as the United States played host for the third session in June. The ECA CMP continues to position itself as the benchmark for executive education in the area of football management and business.

Taking all of this into account, I can confidently say that it has been another successful year for ECA, one, which has led to positive outcomes of added value for our members and club football as a whole. I must thank our members for the contribution they have made to these outcomes – not only this year but over the last 10 years of ECA's existence.

As we look ahead, we will continue to fly the flag for the club game and work alongside all stakeholders to ensure European club football is the best it can be for all of our members.

I trust you will enjoy reading through our Annual Report for the 2017/18 season.



Michele Centenaro
ECA General Secretary



**ECA
MEMBERS**

ECA MEMBERS 2017/18

230

member clubs in total

109

Ordinary Members

121

Associated Members

NEW MEMBERS 2017/18

NEW ORDINARY MEMBERS

 Dundalk FC IRL	 Vikingur FRO	 FC Shirak ARM
 Hapoel Beer-Sheva ISR	 PFC Botev Plovdiv BUL	 Lincoln Red Imps GIB
 OFK Titograd MNE	 FK Krasnodar RUS	 SP La Fiorita SMR
 S.S. Lazio ITA	 FC Nõmme Kalju EST	

NEW ASSOCIATED MEMBERS

 FC Chikhura Sachkhere GEO	 AEK Larnaca CYP	 SJK Seinäjoki FIN
 Kairat FC KAZ	 FC Differdange 03 LUX	 RB Leipzig GER
 FK Spartaks Jūrmala LAT	 FK Trakai LIT	 CS Fola Esch LUX
 Gabala FK AZE	 Istanbul Başakşehir FK TUR	

MEMBERSHIP DEVELOPMENT



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

GERMANY 	
ORDINARY MEMBERS	
	FC Bayern München
	FC Schalke 04
	Borussia Dortmund
	Bayer 04 Leverkusen
	VfL Wolfsburg
ASSOCIATED MEMBERS	
	Borussia VfL 1900 Mönchengladbach
	Eintracht Frankfurt
	Hannover 96
	Hamburger SV
	RB Leipzig
	SV Werder Bremen
	VfB Stuttgart

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

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

* Liverpool FC, AC Milan and FC Internazionale Milano are granted ordinary membership by the ECA Statutes as they have won more than five international cups in their history.

FRANCE 	
ORDINARY MEMBERS	
	Paris Saint-Germain FC
	Olympique Lyonnais
	AS Monaco
	AS Saint-Étienne
ASSOCIATED MEMBERS	
	Girondins Bordeaux
	LOSC Lille
	Montpellier Hérault Sport Club
	Olympique de Marseille
	Stade Rennais FC

RUSSIA 	
ORDINARY MEMBERS	
	FC Zenit St. Petersburg
	FC Rubin Kazan
	PFC CSKA Moskva
	FK Krasnodar
ASSOCIATED MEMBERS	
	FC Lokomotiv Moskva
	FC Spartak Moskva
	FC Rostov

PORTUGAL 	
ORDINARY MEMBERS	
	SL Benfica
	FC Porto
	Sporting Clube de Braga
ASSOCIATED MEMBERS	
	Maritimo da Madeira Futebol
	Sporting Clube de Portugal

UKRAINE 	
ORDINARY MEMBERS	
	FC Shakhtar Donetsk
	FC Dynamo Kyiv
	FC Chornomorets Odesa

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

TURKEY 	
ORDINARY MEMBERS	
	Galatasaray AS
	Fenerbahçe SK
	Beşiktaş JK
ASSOCIATED MEMBERS	
	Istanbul Başakşehir FK
	Bursaspor
	Trabzonspor AS

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

SWITZERLAND 	
ORDINARY MEMBERS	
	FC Basel 1893
	BSC Young Boys
	FC Zürich
ASSOCIATED MEMBERS	
	FC Thun
	FC Sion
	Grasshopper-Club Zürich

NETHERLANDS 	
ORDINARY MEMBERS	
	AFC Ajax
	PSV Eindhoven
	AZ Alkmaar
ASSOCIATED MEMBERS	
	BV Vitesse
	FC Twente
	FC Utrecht
	Feyenoord Rotterdam
	sc Heerenveen

GREECE 	
ORDINARY MEMBERS	
	Olympiacos FC
	PAOK FC
	Asteras Tripolis FC
ASSOCIATED MEMBERS	
	Atromitos FC
	Panathinaikos FC

AUSTRIA 	
ORDINARY MEMBERS	
	FC Red Bull Salzburg
	SK Rapid Wien
	FK Austria Wien
ASSOCIATED MEMBER	
	SK Sturm Graz

CROATIA	
ORDINARY MEMBERS	
 GNK Dinamo	
 NK Rijeka	
ASSOCIATED MEMBER	
 HNK Hajduk Split	

ROMANIA	
ORDINARY MEMBERS	
 FC FCSB	
 Astra Giurgiu	
ASSOCIATED MEMBER	
 CFR 1907 Cluj	

DENMARK	
ORDINARY MEMBERS	
 FC København	
 FC Midtjylland	
ASSOCIATED MEMBERS	
 Aalborg BK	
 Brøndby IF	
 FC Nordsjælland	
 Odense BK	

BELARUS	
ORDINARY MEMBERS	
 FC BATE Borisov	
 FC Dinamo Minsk	
ASSOCIATED MEMBER	
 FC Shakhtyor Soligorsk	

POLAND	
ORDINARY MEMBERS	
 Legia Warszawa SA	
 KKS Lech Poznań	
ASSOCIATED MEMBERS	
 Wisła Kraków SA	
 WKS Śląsk Wrocław	

SWEDEN	
ORDINARY MEMBERS	
 Malmö FF	
 IF Elfsborg	
ASSOCIATED MEMBERS	
 AIK	
 Djurgårdens IF	
 IFK Göteborg	

ISRAEL	
ORDINARY MEMBERS	
 Maccabi Tel-Aviv FC	
 Hapoel Beer-Sheva	
ASSOCIATED MEMBERS	
 FC Bnei-Yehuda	
 Maccabi Haifa FC	

SCOTLAND	
ORDINARY MEMBERS	
 Celtic FC	
 Aberdeen FC	
ASSOCIATED MEMBERS	
 Heart of Midlothian FC	
 Motherwell FC	
 Rangers FC	

CYPRUS	
ORDINARY MEMBERS	
 Apoel FC	
 Apollon Limassol FC	
ASSOCIATED MEMBERS	
 AEK Larnaca FC	
 Anorthosis Famagusta FC	
 AC Omonia Nicosia	

NORWAY	
ORDINARY MEMBERS	
 Molde FK	
 Rosenborg BK	
ASSOCIATED MEMBERS	
 Lillestrøm SK	
 Vålerenga IF	
 Viking FK	
 Strømsgodset Toppfotball	

AZERBAIJAN	
ORDINARY MEMBERS	
 Qarabag Agadam	
 PFC Neftchi	
ASSOCIATED MEMBER	
 Gabala FK	

BULGARIA	
ORDINARY MEMBERS	
 PFC Ludogorets Razgrad	
 Botev Plovdiv	
ASSOCIATED MEMBER	
 PFC Levski Sofia	

SERBIA	
ORDINARY MEMBERS	
 FK Crvena Zvezda	
 FK Partizan	
ASSOCIATED MEMBER	
 FK Vojvodina	

KAZAKHSTAN	
ORDINARY MEMBER	
 FK Astana	
ASSOCIATED MEMBERS	
 FK Aktobe	
 FK Kairat	
 FC Irtysh Pavlodar	
 FK Shakter Karaganda	

SLOVENIA	
ORDINARY MEMBER	
 NK Maribor	
ASSOCIATED MEMBERS	
 NK Domžale	
 NK Olimpija Ljubljana	

SLOVAKIA	
ORDINARY MEMBER	
 SK Slovan Bratislava	
ASSOCIATED MEMBERS	
 AS Trenčín	
 MFK Ružomberok	
 MŠK Žilina	

LIECHTENSTEIN	
ORDINARY MEMBER	
 FC Vaduz	

HUNGARY	
ORDINARY MEMBER	
 Videoton FC	
ASSOCIATED MEMBERS	
 Budapest Honvéd FC	
 Ferencvárosi TC	
 Debreceni VSC	

MOLDOVA 

ORDINARY MEMBER

 FC Sheriff

ASSOCIATED MEMBERS

 FC Zimbru Chişinău

 FC Dacia Chişinău

ICELAND 

ORDINARY MEMBER

 FH Hafnarfjörður

ASSOCIATED MEMBER

 KR Reykjavik

FINLAND 

ORDINARY MEMBER

 HJK Helsinki

ASSOCIATED MEMBERS

 FC Inter Turku

 Seinäjoen JK

IRELAND 

ORDINARY MEMBER

 Dundalk FC

ASSOCIATED MEMBERS

 Saint Patrick's Athletic FC

 Shamrock Rovers FC

ALBANIA 

ORDINARY MEMBER

 FK Kukësi

ASSOCIATED MEMBER

 KF Vllaznia Sh.a.

BOSNIA-HERZEGOVINA 

ORDINARY MEMBER

 FK Sarajevo

ASSOCIATED MEMBERS

 NK Široki Brijeg

 FK Željezničar

GEORGIA 

ORDINARY MEMBER

 FC Dinamo Tbilisi

ASSOCIATED MEMBER

 FC Chikhura Sachkhere

LATVIA 

ORDINARY MEMBER

 FK Ventspils

ASSOCIATED MEMBER

 FK Spartaks Jūrmala

FYRO MACEDONIA 

ORDINARY MEMBER

 FK Vardar

ASSOCIATED MEMBERS

 KF Shkëndija Tetovo

 FK Rabotnički

ESTONIA 

ORDINARY MEMBER

 Nõmme Kalju FC

ASSOCIATED MEMBERS

 FC Flora Tallinn

 FC Levadia Tallinn

MONTENEGRO 

ORDINARY MEMBER

 OFK Titograd

ASSOCIATED MEMBERS

 FK Budućnost Podgorica

 FK Zeta

ARMENIA 

ORDINARY MEMBER

 Shirak Gyumri

ASSOCIATED MEMBERS

 FC Pyunik

 FC Banants

LUXEMBOURG 

ORDINARY MEMBER

 F91 Dudelange

ASSOCIATED MEMBERS

 CS Fola Esch

 FC Differdange 03

NORTHERN IRELAND 

ORDINARY MEMBER

 Crusaders FC

ASSOCIATED MEMBERS

 Cliftonville FC

 Linfield FC

 Glentoran FC

LITHUANIA 

ORDINARY MEMBER

 FK Žalgiris

ASSOCIATED MEMBERS

 FK Sūduva

 FK Trakai

MALTA 

ORDINARY MEMBER

 Valletta FC

ASSOCIATED MEMBER

 Birkirkara FC

WALES 

ORDINARY MEMBER

 The New Saints FC

ASSOCIATED MEMBER

 Bangor City FC

FAROE ISLANDS 

ORDINARY MEMBER

 Vikingur

ASSOCIATED MEMBERS

 B36 Tórshavn

 EB/Streymur

 HB Tórshavn

 NSÍ Runavik

GIBRALTAR 

ORDINARY MEMBER

 Lincoln Red Imps

ANDORRA 

ORDINARY MEMBER

 FC Santa Coloma

ASSOCIATED MEMBER

 UE Sant Julià

SAN MARINO 

ORDINARY MEMBER

 La Fiorita

ASSOCIATED MEMBERS

 SS Murata

 SP Tre Fiori

 SP Tre Penne



INSIDE
ECA

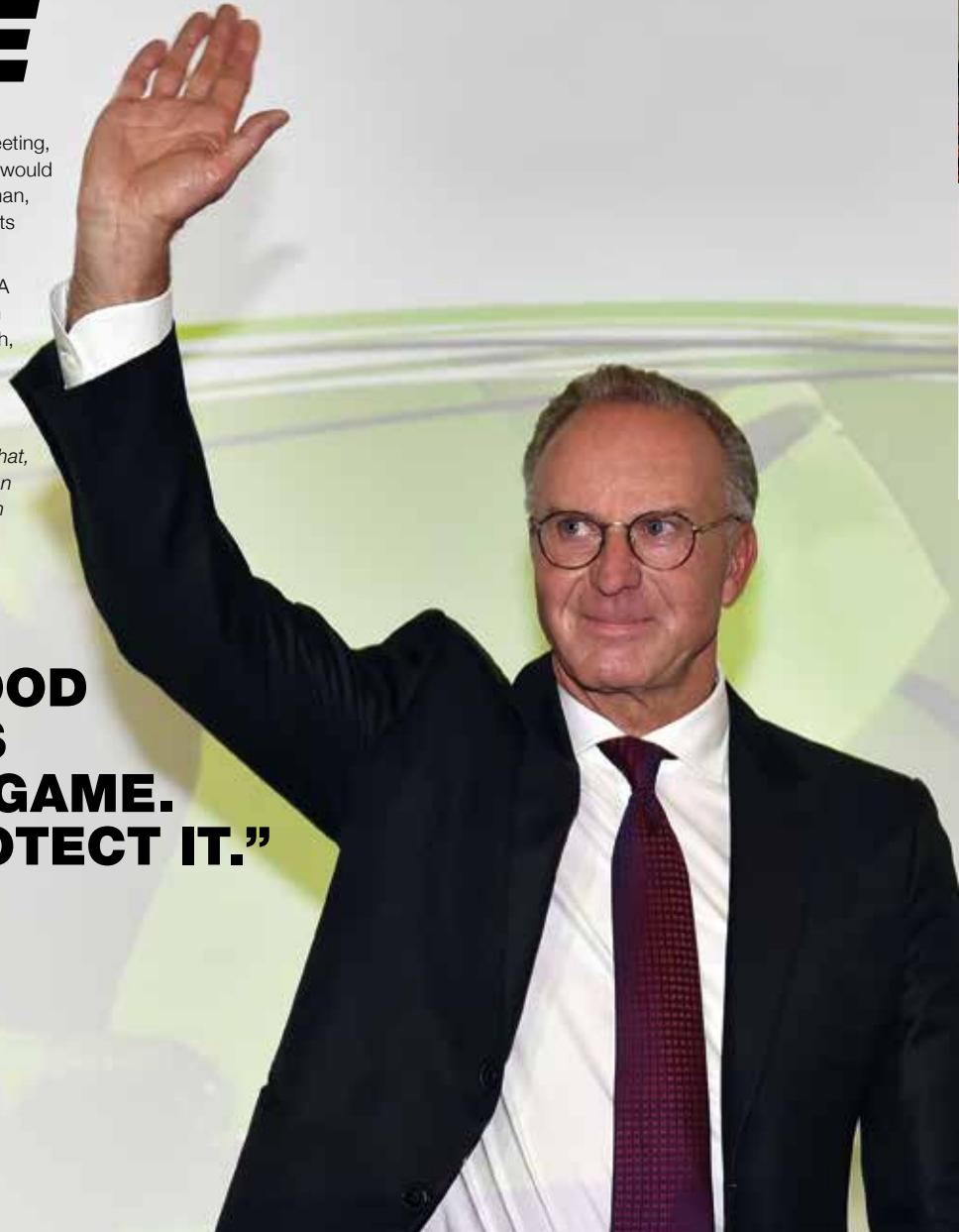
THANK YOU, KALLE

At the August 2017 ECA Executive Board meeting, Karl-Heinz Rummenigge announced that he would not be running for re-election as ECA Chairman, having presided over the organisation since its foundation in 2008.

Karl-Heinz Rummenigge chaired his final ECA meeting at the 19th ECA General Assembly in Geneva last September. In his parting speech, he explained his decision to step down:

“ECA has become a strong and fair partner for UEFA and FIFA. When we first started, we had a vision. Today, we can proudly say that, within a decade, ECA has achieved more than we dared to hope. And since nobody is given an office for life, I can leave this position with a good conscience.”

“ TAKE GOOD CARE OF THIS WONDERFUL GAME. WE MUST PROTECT IT.”



BESTOWAL OF ECA HONORARY CHAIRMANSHIP

In recognition of his significant contribution and commitment to the development of European club football over the course of nine years, Karl-Heinz Rummenigge was awarded the first-ever ECA Honorary Chairmanship.





ANDREA AGNELLI APPOINTED ECA CHAIRMAN

On 5 September 2017, at the 19th General Assembly in Geneva, the ECA Executive Board unanimously appointed Andrea Agnelli as ECA Chairman, making him the second Chairman in the association's history.

After his appointment, ECA Chairman Andrea Agnelli said:

“ My predecessor, Karl-Heinz Rummenigge, has set a great example and has set the bar of achievements at a very high level. I am looking forward, together with the Executive Board and the Administration, to build on his significant results as we manage ECA in the coming years.

It is a huge honour and a great responsibility the European clubs have entrusted me with. I am looking forward to working closely with all stakeholders within the game in order to protect, promote and develop club football at all levels across Europe.”

ECA ADOPTS GOVERNANCE REFORMS

With ECA approaching its 10th anniversary, the Executive Board felt that the time was fitting to reassess the organisation's governance model to ensure the association is able to effectively confront current and future challenges facing club football. This led the Board to propose a number of structural changes, which ECA Members unanimously endorsed at the 19th ECA General Assembly.

The proposed changes can be summarised as follows:

- ⚽ Enlarging club participation in the Executive Board
- ⚽ Introducing term limits for Executive Board membership
- ⚽ Strengthening the link between the Working Groups and the Executive Board
- ⚽ Deepening the consultation process leading to key decisions
- ⚽ Ensuring greater numbers of club representatives are involved in UEFA/FIFA committees
- ⚽ Enhancing transparency in the manner in which ECA appoints its representatives
- ⚽ Expanding the length of the ECA Cycle

Following approval, some reforms entered into force immediately, while others will take effect at the start of the next ECA cycle in July 2019.

ECA EXECUTIVE BOARD 2017/18



Andrea Agnelli
Juventus | ITA
ECA Chairman

ECA Executive Board Member since 2012

- Member UEFA Executive Committee



Pedro López Jiménez
Real Madrid CF | ESP
ECA Vice-Chairman

ECA Executive Board Member since 2013

- Deputy Chairman Board of Administration UEFA Club Competitions SA
- Member UEFA Club Competitions Committee
- Member FIFA Football Stakeholders Committee



Edwin van der Sar
AFC Ajax | NED
ECA Vice-Chairman

ECA Executive Board Member since 2013

- Chairman ECA Youth Working Group
- Member FIFA Football Stakeholders Committee



Dariusz Mioduski
Legia Warszawa | POL
ECA Vice-Chairman

ECA Executive Board Member since 2015

- Member Board of Administration UEFA Club Competitions SA
- Member UEFA Club Competitions Committee



Aki Riihilahti
HJK Helsinki | FIN
ECA Vice-Chairman

ECA Executive Board Member since 2015

- Member UEFA Club Competitions Committee
- Member EU Social Dialogue Committee



Ed Woodward
Manchester United FC | ENG
Board Member

ECA Executive Board Member since 2015

- Member ECA Financial Fair Play Strategic Panel
- Member Board of Administration UEFA Club Competitions SA
- Member UEFA Professional Football Strategy Council



Jean-Michel Aulas
Olympique Lyonnais | FRA
Board Member

ECA Executive Board Member since 2008

- Chairman ECA Women's Football Committee
- Member ECA Financial Fair Play Strategic Panel



Domingos Soares de Oliveira
SL Benfica | POR
Board Member

ECA Executive Board Member since 2017

- Member UEFA Financial Fair Play Strategic Panel



Michael Gerlinger
FC Bayern München | GER
Board Member

ECA Executive Board Member since 2017

- Vice-Chairman ECA Legal Advisory Panel
- Member ECA Statutory Affairs Panel
- Managing Director UEFA Club Competitions SA
- Member UEFA Club Competitions Committee



Michael Verschuere
RSC Anderlecht | BEL
Board Member

ECA Executive Board Member since 2013

- Chairman ECA Finance Working Group
- Chairman ECA Financial Fair Play Strategic Panel
- Member Board of Administration UEFA Club Competitions SA
- Member UEFA Club Competitions Committee



Ivan Gazidis
Arsenal FC | ENG
Board Member

ECA Executive Board Member since 2012

- Chairman ECA Institutional Relations Working Group
- Chairman ECA Statutory Affairs Panel
- Member UEFA Executive Committee
- Member FIFA Football Stakeholders Committee



Josep Maria Bartomeu
FC Barcelona | ESP
Board Member

ECA Executive Board Member since 2014

- Member ECA Financial Fair Play Strategic Panel
- Member UEFA Professional Football Strategy Council
- Member UEFA Club Competitions Committee



Nasser Al-Khelaifi
Paris Saint-Germain FC | FRA
Board Member

ECA Executive Board Member since 2016

- Member ECA Financial Fair Play Strategic Panel
- Member UEFA Professional Football Strategy Council



Niclas Carlén
Malmö FF | SWE
Board Member

ECA Executive Board Member since 2018

- Member ECA Competitions Working Group



Peter Lawwell
Celtic FC | SCO
Board Member

Executive Board Member since 2014

- Member UEFA Club Competitions Committee
- Member UEFA Professional Football Strategy Council



SUBDIVISION REPRESENTATIVES



Sergey Fursenko
FC Zenit | RUS
Subdivision 1 Representative

Subdivision Representative since 2018



Raphael Landthaler
SK Rapid Wien | AUT
Subdivision 2 Representative

Subdivision Representative since 2018



- Member ECA Competitions Working Group



Stefan Pantović
FK Crvena Zvezda | SRB
Subdivision 3 Representative

Subdivision Representative since 2018



- Member ECA Institutional Relations Working Group



Vidar Halldorsson
FH Hafnarfjörður | ISL
Subdivision 4 Representative

Subdivision Representative since 2018



- Member ECA Competitions Working Group

* Anders Hørholt was elected to the ECA Executive Board in September 2017, but due to resignation from his club, he relieved his position as Board Member in January 2018.

WORKING GROUPS 2017/18

COMPETITIONS WORKING GROUP

FINANCE WORKING GROUP

BUREAU MEMBERS

Chairman Umberto Gandini AS Roma
Vice-Chairman Emilio Butragueño Real Madrid CF
Bureau Members Vincent Mannaert Club Brugge Asif Asgarov Qarabag FK

Chairman Michael Verschueren RSC Anderlecht
Vice-Chairman Jeroen Slop AFC Ajax
Bureau Members Thomas Tress Borussia Dortmund Mindaugas Nikolicius FK Žalgiris Vilnius

WORKING GROUP MEMBERS

Jesús Arroyo Sánchez Sevilla FC Bernard Caiazzo AS Saint-Étienne Jacques Henri Eyraud Olympique de Marseille Christian Clever Borussia Mönchengladbach Christian Hockenjos Borussia Dortmund Maurizio Lombardo Juventus Roman Babayev CSKA Moskva Raphael Landthaler SK Rapid Wien Jiri Vrba SK Slavia Praha Lubos Michel PAOK FC Amra Peternel GNK Dinamo Stig Inge Bjørnebye Rosenborg BK Valeriu Argaseala FC FCSB Niclas Carlén Malmö FF Viðar Halldórsson FH Hafnarfjörður Karolis Skinkys FK Suduva Peter Pekara MSK Zilina

Steve Deaville Manchester United FC Andy Young Manchester City FC José María Cruz de Andrés Sevilla FC Clemente Villaverde Club Atlético de Madrid Pedro Uribe-Etxebarria Real Sociedad de Fútbol Marc Inгла LOSC Lille Alain Deveseleer FC Girondins de Bordeaux Florian Hopp RB Leipzig Oliver Frankenbach Eintracht Frankfurt Andrea Chiavelli SSC Napoli Elena Ereemeeva FC Zenit Thomas Schwarz FK Austria Wien Miguel Moreira SL Benfica Serdar Yildiz Fenerbahçe SK Gyulnara Akhmedzhanova FC Shakhtar Donetsk Alexander Alexandrov PFC Ludogorets 1945 Efthymios Agathokleous Apoei FC Jesper Jørgensen Brøndby IF Joe Attard Valletta FC Bojan Ban NK Maribor

INSTITUTIONAL RELATIONS WORKING GROUP

MARKETING & COMMUNICATIONS WORKING GROUP

YOUTH WORKING GROUP

BUREAU MEMBERS

Chairman Ivan Gazidis Arsenal FC
Vice-Chairman Giovanni Gardini FC Internazionale Milano
Bureau Members Wouter van Zetten AZ Alkmaar Kiryil Maleyeu FC Dinamo Minsk

Chairman Aurelio De Laurentiis SSC Napoli
Vice-Chairman Stefan Mennerich FC Bayern München
Bureau Members Jaromír Hamouz FC Viktoria Plzeň Pál Orosz Ferencvárosi TC

Chairman Edwin van der Sar AFC Ajax
Vice-Chairman Bodo Menze FC Schalke 04
Bureau Members Pierre Lochet Standard de Liège Piotr Rutkowski Lech Poznan

WORKING GROUP MEMBERS

Wouter Lambrecht FC Barcelona Victoriano Melero Paris Saint-Germain Vincent Ponsot Olympique Lyonnais Filips Dhondt AS Monaco Julius Becker Hamburger SV Jan Råker VfB Stuttgart Mauro Baldissoni AS Roma Pavel Pivovarov FC Zenit Alkis Papantoniou Panathinaikos FC Vitus Derungs Grasshopper Club Zürich Anatoliy Volk FC Dynamo Kyiv Jelena Mikacic HNK Hajduk Split Thomas Christensen Odense BK Stefan Pantovic FK Crvena Zvezda Dragan Soldo NK Sikori Brijeg Kaj Leo Holm Johannesen HB Tórshavn John Borg Birkirkara FC
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Aidan Mullally Tottenham Hotspur Vinai Venkatesham Arsenal FC Begoña Sanz Real Madrid CF Francesco Calvo FC Barcelona Jorge Garcia Martinez Valencia CF Jean Francois Richard Olymp. de Marseille Jochen Rotthaus Bayer 04 Leverkusen Laura Masi ACF Fiorentina Lorenzo Giorgetti AC Milan Stephan Reiter FC Red Bull Salzburg Mark Koevermans Feyenoord Wanja Greuel BSC Young Boys Sharon Tammam Maccabi Tel-Aviv FC Tudor Pop CFR 1907 Cluj Adrian Filby Celtic FC Nenad Danilovic FK Partizan Annabel Llevot FC Santa Coloma Kuno Tehva Nõmme Kalju FC

Hemen Tseayo Manchester United FC Jon Berasategi Zabala Athletic Club Julien Mordacq LOSC Lille Filippo Galli AC Milan Stefano Braghin Juventus Anton Chistyakov CSKA Moskva Vitaly Pasunko FK Krasnodar Jean Kindermans RSC Anderlecht Domenicos Masoulas Olympiacos FC Pedro Mil-Homens SL Benfica João Carvalho Sporting Clube de Braga Süha Demokan FC Zürich Andrei Vaskheвич FC BATE Alen Rivetti NK Rijeka Rasmus Ankersen FC Midtjylland Tomasz Zahorski Legia Warszawa SA Zurab Tsintsadze FC Dinamo Tbilisi Kushtrim Hallili KF Shkëndija
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COMMITTEES/EXPERT PANELS 2017/18

BUREAU MEMBERS

WOMEN'S FOOTBALL COMMITTEE

Chairman

Jean-Michel Aulas | Olympique Lyonnais

Vice-Chairwoman

Linda Wijkström | Elitfotboll Dam*

Bureau Members

Christina Sass | VfL Wolfsburg
 Gavin Makel | Manchester City Women's FC
 Lola Romero | Club Atlético de Madrid
 Sandro Mencucci | Fiorentina Women's FC
 Tatjana Haenni | FC Zürich Frauen
 Jette Andersen | Fortuna Hjørring**
 Georgios Papageorgiou | Apollon Ladies FC
 Azra Numanović | SFK Sarajevo

UEFA CR	NATIONAL ASSOCIATION	REPRESENTATIVES
1	Germany	Bianca Rech FC Bayern München Stephan Schmidt 1. FFC Turbine Potsdam**
2	France	Marino Faccioli Olympique Lyonnais David Villechaise Montpellier Hérault Claude Deville-Cavellin Paris FC**
3	Sweden	Henrik Berggren Djurgårdens IF Maria Hagström Linköpings FC**
4	England	Clare Wheatley Arsenal FC Adrian Jacob Chelsea FC Women
5	Spain	Juan Luis Fuentes Athletic Club
6	Russia	Tatiana Chernaya PFC CSKA Moskva
7	Italy	Stefano Braghini Juventus FC
8	Denmark	Christian Barrett Brøndby IF
9	Czech Republic	Martina Pavlová AC Sparta Praha Mirka Fousková SK Slavia Praha
10	Austria	Bruno Hütter Sturm Graz

UEFA CR	NATIONAL ASSOCIATION	REPRESENTATIVES
11	Scotland	Adrian Filby Celtic FC
12	Norway	Espen Lindmark Stabæk**
14	Netherlands	Daphne Koster AFC Ajax
17	Belgium	Robert Steeman RSC Anderlecht
18	Poland	Agnieszka Skucińska KKKP Medyk Konin**
19	Iceland	Einar Páll Tamimi UMF Stjarnan**
22	Hungary	Balázs Dörnyei Ferencvárosi TC Női
23	Finland	Joonas Sarelius HJK Helsinki ry
27	Portugal	Raquel Sampaio Sporting CF
30	Slovakia	Peter Pekara MŠK Zilina
35	Estonia	Sarah Brigitta Praun Nõmme Kalju FC
47	Malta	John Borg Birkirkara FC
48	Albania	Dritan Gjyzezi KS Vllaznia

* Elitfotboll Dam represents Swedish clubs.

** Representative (Non-ECA).

SOCIAL DIALOGUE COMMITTEE

Victoriano Melero | Paris Saint-Germain
 Robin Steden | Borussia Dortmund
 Aki Riihilahti | HJK Helsinki

Daniel Golda | Wisła Kraków
 Géza Róka | Debreceni VSC

EXPERT PANELS

STATUTORY AFFAIRS PANEL

Ivan Gazidis | Arsenal FC
 Michael Gerlinger | FC Bayern München
 José Maria Cruz | Sevilla FC
 Bernhard Heusler | European Club Association

LEGAL ADVISORY PANEL

José María Cruz | Sevilla FC
 Jesús Arroyo | Sevilla FC
 Joris van Benthem | Feyenoord Rotterdam
 Tarek Brauer | SV Werder Bremen
 Bruce Buck | Chelsea FC
 Simon Cliff | Manchester City FC
 Elodie Crocq | Stade Rennais
 Vitus Derungs | Grashoppers Club Zürich
 Cesare Gabasio | Juventus
 Alvaro García-Alamán | Real Madrid CF
 Michael Gerlinger | FC Bayern München
 Svenja Geissmar | Arsenal FC
 Assen Hinov | PFC Ludogorets
 Wouter Lambrecht | FC Barcelona
 Jakub Laskowski | Legia Warszawa SA
 Paulo Leite Gonçalves | SL Benfica
 Oxana Maryeta | FC Kairat
 Achilleas Mavromatis | PAOK FC
 Sandro Mencucci | ACF Fiorentina
 Alexandre Mialhe | Olympique de Marseille
 Michael Nicholson | Celtic FC
 Ece Özsü | Fenerbahçe SK
 Pavel Pivovarov | FC Zenit
 Phil Radley | FC Nordsjælland
 Jan Råker | VfB Stuttgart
 Hugo Silva Nunes | FC Porto
 Evangelia Souloukou | Olympiakos FC
 Patrick Stewart | Manchester United FC
 Alexander Tsomaya | FC Spartak Moskva
 Wouter van Zetten | AZ Alkmaar

FINANCIAL FAIR PLAY PANEL

Strategic Panel

Michael Verschueren | RSC Anderlecht
 Josep Maria Bartomeu | FC Barcelona
 Jean-Michel Aulas | Olympique Lyonnais
 Ed Woodward | Manchester United FC
 Jan-Christian Dreesen | FC Bayern München
 Evgeniy Giner | CSKA Moskva
 Nasser Al-Khelaifi | Paris Saint-Germain FC
 Domingos Oliveira de Soares | SL Benfica

Technical Panel

Stuart Wisely | Arsenal FC
 Carlos Ocaña Orbis | Real Madrid
 Inmaculada Ibañez | Valencia CF
 Alessandro Antonello | FC Internazionale
 Thomas Tress | Borussia Dortmund
 Emmanuelle Sarrabay | Olympique Lyonnais
 Alexey Kirichek | FC Lokomotiv Moskva
 Jeroen Slop | AFC Ajax



On 21 January 2008, the European Club Association (ECA) was founded on the occasion of a European Club Forum (ECF) meeting at the UEFA Headquarters in Nyon, Switzerland. The then ECF Chairman, Karl-Heinz Rummenigge, and UEFA signed the first Memorandum of Understanding, officialising the establishment of an independent representative body for European clubs, the European Club Association. Karl-Heinz Rummenigge was elected as the association's first Chairman at the inaugural ECA General Assembly in July 2008.

Ten years later, on 26 and 27 March 2018, representatives from member clubs across the continent gathered in Rome, a city suitably rich in football and cultural history, to mark a landmark occasion in the history of the association.





PEC MEETINGS HELD TO DISCUSS THE FUTURE OF EUROPEAN CLUB FOOTBALL

Following the successful implementation of PEC meetings during the summer of 2017, two additional rounds of meetings were held in February and June 2018.

The main objective of PEC meetings is to further improve and strengthen the communication between members and the ECA Executive Board, leading to enhanced member involvement in ECA's decision-making process.

PEC meetings are attended by at least one Executive Board member whose task it is to report the clubs' input to the Executive Board.

Topics of discussion at the February meetings included:

- Transfer matters
 - Agents
 - Training reward for clubs and young players
 - Squad size and registration
 - Fiscal regulation and home-grown players

- UEFA Club Competitions 2021–24 cycle
- Financial Fair Play

Topics of discussion at the June meetings included:

- UEFA Club Competitions
 - 2021–24 cycle
 - Post-2024
- Transfer matters
- ECA Administration





STAKEHOLDER RELATIONS

UEFA MATTERS

MESSAGE FROM THE UEFA PRESIDENT

2017/18 was a historic season in more ways than one.

On the pitch, Real Madrid CF overcame Liverpool FC in the final of the UEFA Champions League and won their 3rd successive title and their 13th in total – both breathtaking achievements. Meanwhile, Club Atlético de Madrid won the UEFA Europa League against Olympique de Marseille – that match took place at the home of Olympique Lyonnais, the club that secured their fifth UEFA Women's Champions League title. Finally, FC Barcelona clinched their second UEFA Youth League title, overcoming Chelsea FC in the final. I warmly congratulate the winners and runners-up in all UEFA club competitions.

Meanwhile, it was also a highly eventful year behind the scenes.

ECA celebrated its 10th anniversary with all of its customary dynamism and unity. You know what we have accomplished together over the last 10 years, so there is no need for me to go into detail, but I would like to pay particular tribute to Karl-Heinz Rummenigge for everything that he has done and achieved. His legacy and the future of your organisation are now in the capable hands of my friend Andrea Agnelli, a man in whom I have absolute faith. I know that under his stewardship, ECA will continue to work closely with UEFA in a spirit of progressive action, solidarity and responsibility.

A landmark achievement of our cooperation over the last 10 years has been financial fair play. As you all know, this initiative has improved the overall financial health of European club football. Throughout the 2017/18 season, we worked together to establish new regulations governing club licensing and financial fair play. Those new rules, which will cover the period 2018–21, are fully in keeping with the successes achieved in previous years and will help European clubs achieve greater stability, stronger growth and increased transparency. UEFA and ECA can be proud of what their combined efforts have accomplished regarding those new regulations.

During the past season, our cooperation has reached new heights. Andrea Agnelli and Ivan Gazidis are now full members of the UEFA Executive Committee, representing ECA at the highest level. This is a strong sign of the mutual trust that has

been established between our two organisations over the last 10 years – trust that grows daily as we seek to make football a European success story like no other.

There are many reasons to be satisfied. However, the future will, without a doubt, have numerous challenges in store for us – whether it is in relation to the competitive balance and integrity of our competitions, the development of women's football or any other issue.

We have a shared obligation to treat those challenges with all of the seriousness that they deserve, and we have to deal with them within the framework of our existing procedures and decision-making mechanisms – such as the UEFA Professional Football Strategy Council, which we reactivated earlier this year. However, with UEFA and ECA working hand in hand, I have no doubt in our ability to rise to the various challenges that await us.

Aleksander Čeferin
UEFA President



RATIFICATION OF ECA REPRESENTATIVES AT THE UEFA EXECUTIVE COMMITTEE

Andrea Agnelli and Ivan Gazidis were ratified as ECA representatives to the UEFA ExCo at the 13th Extraordinary Congress, held in Geneva on 20 September 2017. This approval followed changes to the UEFA Statutes, which officialised the inclusion of two club representatives in the UEFA ExCo as full members with voting rights, as well as their appointment by the ECA Executive Board.

This landmark decision underlines and further strengthens the ever-growing relationship between ECA and UEFA and acknowledges the pivotal role clubs play in the European game.



UEFA CLUB COMPETITION DEVELOPMENTS

The 2017/18 season was busy regarding discussions on UEFA club competitions. Concerning the 2018–21 cycle, the financial distribution model was finalised, based on a yearly revenue of €3.25bn. An overall revenue increase for all participating clubs (UCL, UEL and qualification phase) was announced, together with a solid increase in the amount distributed to the top-division clubs of all national associations.

START OF DISCUSSIONS FOR THE UEL 2021–24 CYCLE

Eight club representatives were appointed to represent ECA in the UEFA CCC Working Group, chaired by Fernando Gomes, UEFA ExCo member, which would look into the format and access list of the UEL for the 2021–24 cycle.

- ⚽ Subdivision one: Umberto Gandini (AS Roma) and Vadim Vasilyev (AS Monaco)
- ⚽ Subdivision two: Edwin van der Sar (AFC Ajax) and Raphael Landthaler (SK Rapid Wien)
- ⚽ Subdivision three: Peter Lawwell (Celtic FC) and Dariusz Mioduski (Legia Warszawa SA)
- ⚽ Subdivision four: Aki Riihilahti (HJK Helsinki) and Pál Orosz (Ferencvárosi TC)

Following three meetings of the working group, the preferred option of the majority of the ECA representatives in the CCC Working Group was to have a UEL with 64 teams, without feeding from the UCL after the group stage. ECA Vice-Chairman Aki Riihilahti presented a proposal in line with this at the ECA Executive Board meeting on 5 June 2018. The Board expressed its support for teams having more access to European competitions but decided that an alternative three-tier competition should be considered. The Board mandated the ECA Administration to lead the process to explore, in close cooperation with the CCC Working Group members, an alternative three-tier format as a matter of priority.



UEFA AND ECA COLLABORATE ON FFP 2.0

In May, the UEFA ExCo approved the new edition of the Club Licensing and Financial Fair Play regulations. This came following a complete and comprehensive review of the existing rules through consultations between UEFA and the ECA Financial Fair Play Strategic and Technical Panels.

The updated regulations focus on the following areas:

Increase in transparency

with the obligation for clubs to publish financial information, including payment to agents

Harmonisation of financial and accounting reporting principles

on football-specific transactions, such as specific accounting requirements for the transfer of players

Proactive approach

to anticipate financial issues by introducing a series of new indicators that allow a stricter monitoring of the clubs' budgets by the CFCB. The indicators are:

- The sustainable debt ratio that will enhance the tracking of the debt position of clubs
- The player transfer deficit indicator that will improve the monitoring of clubs' transfer spending over a certain amount

UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL REACTIVATED

The UEFA Professional Football Strategy Council (PFSC), which includes four ECA Executive Board representatives amongst its members, has been reactivated following a break of two years. In February and May 2018, two PFSC meetings have been held: the sessions featured discussions on several important topics affecting professional football in Europe, including Financial Fair Play, competitive balance and transfer matters.



Photo credit: UEFA

ECA REPRESENTATION ON UEFA BODIES

With clubs being the cornerstone of European football due to their role in developing players and contributing to competitions, it is important that they are properly represented in the decision-making process at UEFA. Therefore, ECA representatives sit on committees and bodies related to club competition format and regulations as well as commercial operations.

UEFA EXECUTIVE COMMITTEE

The UEFA Executive Committee is UEFA's supreme executive body. It comprises the UEFA President and 16 other members, including at least one female member, two members elected by ECA and one member elected by the Association of European Leagues (EL).

UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL

The UEFA Professional Football Strategy Council comprises elected representatives of the four main stakeholder groups involved in European professional football: the clubs (ECA), the leagues (EL), the players (FIFPro Division Europe) and UEFA. The body discusses issues of strategic importance for professional football in Europe and advises the UEFA Executive Committee accordingly.

UEFA CLUB COMPETITIONS COMMITTEE

The UEFA Club Competitions Committee discusses issues relating to UEFA's club competitions, such as the UEFA Champions League and the UEFA Europa League. Amongst other things, the committee draws up recommendations regarding possible modifications to the existing competitions and the regulations governing these competitions and proposes models for the distribution of club competition revenues. Subsequently, the committee submits advice, proposals and recommendations to the UEFA Executive Committee.

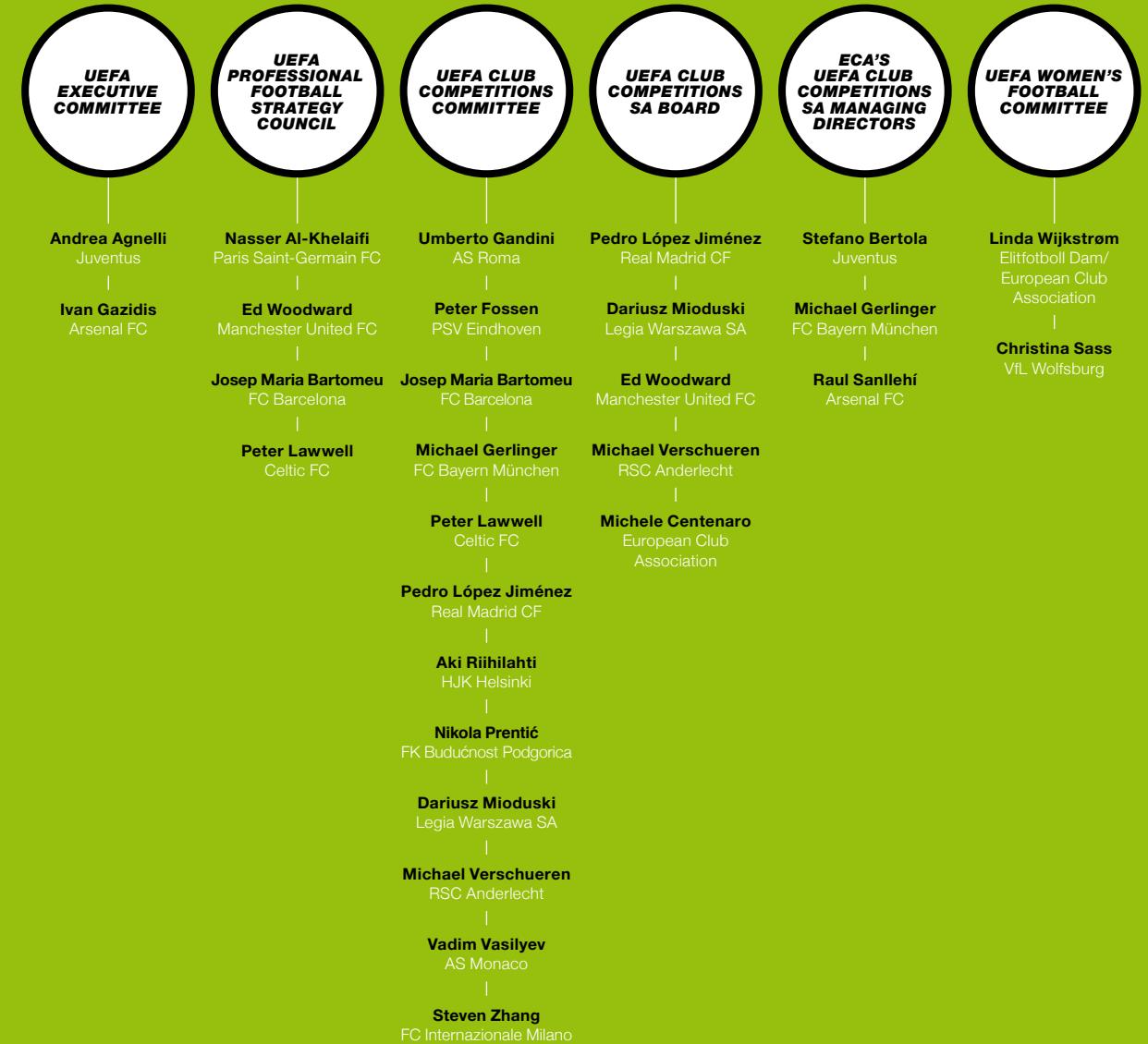
UEFA CLUB COMPETITIONS SA

The UEFA Club Competition SA (UCC SA) is a subsidiary company of UEFA, where half of the members of the Board are appointed by UEFA and the other half by ECA. UCC SA's role is to advise and make recommendations to the UEFA Club Competitions Committee on strategic business matters and opportunities for its consideration before being referred to the UEFA Executive Committee for approval.

UEFA WOMEN'S FOOTBALL COMMITTEE

The UEFA Women's Football Committee is a platform facilitating the discussion on a variety of topics, including the format and regulations of UEFA women's competitions, the international calendar and development strategies and programmes at both senior and youth level.

ECA REPRESENTATION ON UEFA BODIES 2017/2018



FIFA MATTERS



Photo credit: FIFA

FIFPRO'S WITHDRAWAL OF TRANSFER SYSTEM COMPLAINT

On 6 November 2017, FIFPro withdrew its legal complaint against the transfer system filed at the European Commission in September 2015. This decision follows the signing of a collaboration agreement between FIFA and FIFPro and a multi-stakeholder agreement reached by the FIFA Football Stakeholders Committee, which includes representatives from all key stakeholders, including ECA, FIFPro and the World League Forum.

The FIFA Council, based on a recommendation by the FIFA Football Stakeholders Committee, approved a set of measures relating to the FIFA Regulations on the Status and Transfer of Players (RSTP). The measures concern items linked to the non-payment of salaries, compensation for the breach of contract by clubs, execution of monetary decisions (club/club and club/player disputes) as well as abusive conduct of parties.



Photo credit: FIFA

FIFA TASK FORCE ON TRANSFER MATTERS ESTABLISHED

Following the multi-stakeholder agreement reached by the FIFA Football Stakeholders Committee (FSC), the FIFA FSC created a Task Force to examine the 'broader' issues of the transfer system and provide advice, proposals and recommendations to the FSC based on its findings. The focus of the Task Force centres around issues including agents, training compensation, loans, squad-size

limits, home-grown player rules and transfer windows. In order to foster cooperation with FIFA on this matter, the ECA Transfer Expert Group was established to provide technical advice to the Task Force members. Transfer system-related items were extensively discussed during a series of PEC meetings in February and June.

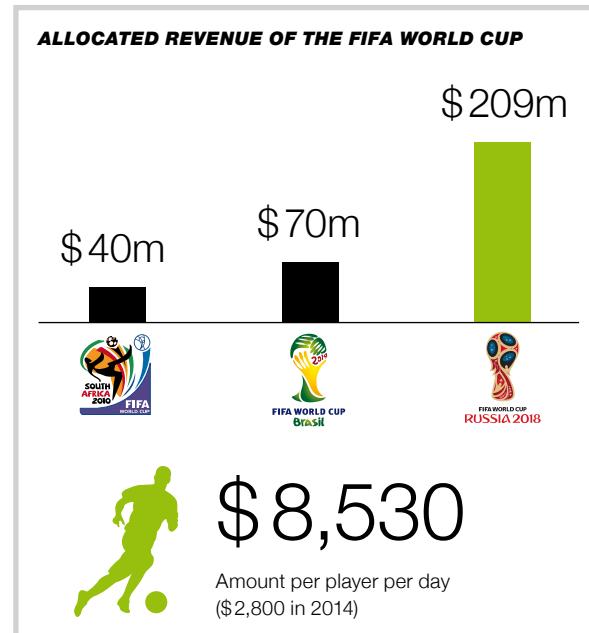
DISTRIBUTION OF CLUB BENEFITS FROM FIFA WORLD CUP 2018

Clubs releasing players for this year's FIFA World Cup in Russia received a higher amount per released player than at previous competitions.

FIFA allocated an amount from the revenue of the FIFA World Cup to clubs to recognise the important role they play in the success of the tournament. The initial agreement, established in 2008 following the creation of ECA, was one of the first achievements of the organisation. The continuous increase of amounts made available by FIFA for its Club Benefits Programme emphasises the importance of this achievement in favour of clubs both in and outside of Europe.

Following the initial agreement, the provisions set aside were \$40m for the FIFA World Cup 2010 in South Africa and \$70m for the FIFA World Cup 2014 in Brazil. The amount available for the 2018 World Cup increased further to \$209m, and more than 400 clubs worldwide were beneficiaries. The distribution mechanism was identical to the method used in 2014, with payments being distributed via the respective National Associations to those clubs that released players to the final competition of the FIFA World Cup.

The amount per player per day, split amongst clubs where the players were registered during the seasons 2016/17 and 2017/18 (including the period of the World Cup) was fixed at \$8,530 (compared to \$2,800 in 2014). The player-per-day calculation began 14 days prior to the opening game and ended the day after the last match of the national teams in question.



ECA REPRESENTATION ON FIFA BODIES

As football's world governing body, FIFA makes a series of decisions directly affecting the day-to-day business of clubs, including transfer matters, the international match calendar, insurance issues and the FIFA Club World Cup. It has therefore become essential for ECA to be represented in FIFA bodies to make the clubs' voices heard.

FIFA FOOTBALL STAKEHOLDERS COMMITTEE

The Football Stakeholders Committee advises and assists the FIFA Council on all matters relating to football, particularly the structure of the game and all technical matters. The Committee also deals with the relationship between clubs, players, leagues, member associations, confederations and FIFA, as well as with issues relating to the interests of club football worldwide.

FIFA PLAYERS' STATUS COMMITTEE

The Players' Status Committee (PSC) sets up and monitors compliance with the Regulations on the Status and Transfer of Players and determines the Status of Players for various FIFA competitions. Its powers of jurisdiction are governed by the Regulations on the Status and Transfer of Players.

FIFA DISPUTE RESOLUTION CHAMBER

The Dispute Resolution Chamber (DRC) is FIFA's deciding body that provides arbitration and dispute resolution on the basis of equal representation of players and clubs and an independent chairman. The DRC adjudicates on a regular basis in the presence of different members. In total, the DRC includes 12 player representatives and 12 club representatives, even though decisions are regularly passed in a composition of five (two player representatives, two club representatives and one chairman).

ECA REPRESENTATION ON FIFA BODIES 2017/2018



EU MATTERS

ECA maintained active relations with the EU throughout 2017–18, with regular formal and informal contact taking place at both political and technical levels. With the EU's continued focus on matters impacting the professional game, it is vital that ECA has open and regular lines of communication to ensure that any policy or legislation coming out of Brussels remains club friendly. Engagement takes place with all of the EU's institutions, including the European Commission, the European Parliament and the Council, which represents the governments of EU member states.

ECA DELEGATION MEETS WITH EU COMMISSIONER AND EUROPEAN PARLIAMENT PRESIDENT

An ECA delegation, comprising Vice-Chairman Dariusz Mioduski, Executive Board Member Ivan Gazidis and General Secretary Michele Centenaro, met with the EU Sports Commissioner Tibor Navracscs and European Parliament President Antonio Tajani in Brussels on 1 February 2018.

Discussions focused on the future of the transfer system, with the ECA delegation making clear its willingness to work constructively with FIFA and fellow stakeholders in examining ways to enhance

and modernise the current rules that shape transfers. They argued that the approach should be evolutionary rather than revolutionary, stressing that the fundamentals underpinning the current system should be maintained.

The issue of good governance was also discussed. ECA presented the changes it introduced to its governance structures in September 2017, which aim to include higher numbers of members in its decision-making process.



ACTIVE LOBBYING CONTINUES AROUND DEVELOPMENTS LINKED TO THE SINGLE DIGITAL MARKET

ECA, alongside numerous other sports organisations, continues to lobby extensively on various policy and legislative measures that the EU is looking to introduce to create a Single Digital Market. Given the financial revenues that arise from the sale of sports rights in the digital sphere, it is crucial that the EU acts with

caution in its attempts to shape the future Single Digital Market and ensures that the sports rights' holders continue to be allowed to sell their rights on a territorial basis. To date, the sports world's lobbying efforts have proved successful, but the focus will be maintained to ensure that this remains the case.

AGENTS AND PLAYER CONTRACTS TOP OF SOCIAL DIALOGUE AGENDA

Work continues around the implementation of minimum requirements for standard players' contracts, as set out in the Autonomous Agreement signed by partners in 2012. Recent visits to Gibraltar, Croatia, and Turkey addressed this matter. The main areas of concern remain around self-employed contracts (civil law) versus employment contracts (employment law). The Autonomous Agreement calls on all professional players to be subject to employment contracts, which is not always possible due to existing national law in certain countries.

Social Dialogue partners had consulted their members about existing regulations on agents and intermediaries throughout 2017. Feedback received by UEFA, ECA, European Leagues and FIFPro was consistent, with all organisations listing similar challenges and possible solutions. This led to the drafting of a joint Resolution outlining a European-wide position on agents, which was subsequently endorsed by the PFSC. This Resolution was passed on to the FIFA Task Force on Transfer Matters so it could factor in the demands of European football stakeholders when addressing the issue of agents.

ECA PARTICIPATES AT EU SPORT FORUM



ECA participated, alongside representatives from La Liga and FIFPro, in a panel addressing the future of the transfer system. The panel was part of the annual EU Sport Forum, held in Sofia, Bulgaria in February, which brings together representatives from major sports bodies from across the EU.

ECA outlined its commitment to working constructively with stakeholders to examine ways to enhance the transfer system. The goal is to maintain the general principles underpinning the agreement reached in 2001 between FIFA and the European Commission, which acts as the basis for today's system. This requires the need to maintain a balance between the rights of players to free movement and stability of contracts with the objective of the integrity of sports and stability of competitions.

RELATIONS WITH CLUB SPORTS BODIES

Over the years, ECA has regularly engaged with bodies representing clubs from other sports, including handball, basketball and ice hockey. The aim is to update one another on developments of interest and see how we can learn from each other's experiences to enhance the position and influence of clubs in our respective sports. In addition, where similar interests on EU matters exist, positions are presented commonly. Meetings between organisations take place biannually in May and December.

RESOLUTION ON GOOD GOVERNANCE

In February, the Parliamentary Assembly of the Council of Europe adopted a resolution entitled 'Good Football Governance', which addressed a number of issues of interest to ECA. Most importantly, the Resolution called on UEFA/FIFA to continue to enhance their internal governance systems by increasing democracy, stakeholder engagement and participation, and transparency. Football stakeholders were also encouraged to look for ways to further protect minors, increase gender diversity and combat racism within the game. The author of the Resolution regularly sought ECA's input throughout the process, leading to the final adoption of the text.



ECA
EUROPEAN CLUB ASSOCIATION

LEADING
THE WAY FOR FOOTBALL
CLUBS
IN EUROPE

#10YearsECA

10YearsECA



KNOWLEDGE



WORKSHOPS & CONFERENCES



ECA WORKSHOP HIGHLIGHTS CRUCIAL ROLE OF CLUBS IN WOMEN'S FOOTBALL

ECA held a Workshop on Women's Club Football in Florence on 22 November 2017. The Workshop saw representatives from over 40 clubs from across Europe gather to discuss matters relating to the promotion and development of the women's game at club level.

ACF Fiorentina and Sporting Clube de Portugal, both recognised for their outstanding contribution to the promotion and development of women's club football, provided attendees with details of how they approached the development of their women's teams. The workshop attendees also enjoyed presentations from UEFA and La Liga, outlining the marketing and strategic perspectives linked to the development of women's football.

Prior to the workshop, the ECA Women's Football Committee (WFC) met for the first time in the ECA Membership Cycle 2017-19. Chaired by ECA WFC Vice-Chairwoman and UEFA Women's Football Committee Member, Linda Wijkström, the meeting focused on discussions of the challenges and future objectives for the two-year ECA Membership Cycle. Additionally, representatives from FIFA

and UEFA were provided with the opportunity to present the latest updates concerning women's football, with Sarai Bareman, FIFA Chief Women's Football Officer, and Anne Vonnez, UEFA Women's Football Competitions Manager, presenting the continued work of their respective organisations in developing the women's game.

The attendance and engagement of clubs at this workshop illustrated the rapid development of the women's game, which has been demonstrated over the year with the introduction, by many clubs, of professional women's teams.



KEY WOMEN'S CLUB FOOTBALL DEVELOPMENTS IN 2017/18

- Two ECA representatives appointed to the UEFA Women's Football Committee



- ECA WFC is one of the main stakeholders in the ongoing discussions concerning the Women's International Match Calendar
- ECA WFC is pushing for UEFA Women's Champions League development and an increase in prize money from the 2018/19 season
- Publication of the 'ECA Player Release Analysis: Women's EURO 2017'

ECA YOUTH CONFERENCE PRESENTS 12 PROFESSIONAL YOUTH ACADEMY QUALITY AREAS

The third ECA Youth Conference, held on 14 November 2017 at FC Bayern München's Allianz Arena, provided the opportunity for ECA Member Club representatives to discuss best practices and areas for quality improvement at professional youth academies across the continent.

Conference delegates were provided with the key findings of the latest edition of the ECA Youth Academy Study. The study, initiated by the ECA Youth Academies Task Force, was developed with the aim of outlining best practices for youth academies at European football clubs. The subsequent findings were presented in the form of '12 Professional Youth Academy Quality Areas', which clubs can use as a guide for running a successful youth academy.

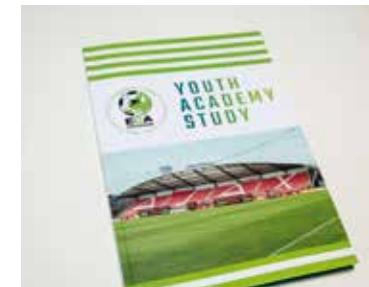
Commenting on the Youth Academy Study, Edwin van der Sar, Youth Working Group Chairman, stated:

“The issue of quality sounds true across all levels of running a football club and no more so than at youth level. The Professional Youth Academy Quality Areas presented today can serve as a mechanism to safeguard and promote the development of future generations of footballing talent at European football clubs.”



THE 12 PROFESSIONAL YOUTH ACADEMY QUALITY AREAS

- 1  PHYSICAL CARE
- 2  COGNITIVE CARE
- 3  FINANCES
- 4  FACILITIES
- 5  TALENT IDENTIFICATION
- 6  PRODUCTIVITY
- 7  STRATEGIC IMPORTANCE
- 8  COMPETITION
- 9  HUMAN CAPITAL
- 10  BUY IN FROM CLUB
- 11  COMMUNITY CONNECTIVITY
- 12  PROFESSIONAL CONNECTIVITY



Download a condensed version of the Study at ecaeurope.com.

‘SOCIO’ MEMBERSHIP STRUCTURE DISCUSSED IN SPLIT

ECA, in partnership with member club HNK Hajduk, held a conference on the theme of member-owned football clubs, in Split on 10 and 11 April 2018. The conference was called “‘Socio’ Membership Structure: From strategy to implementation, management, and practice.”

ECA and HNK Hajduk agree that the unique characteristics of the ‘socio’ model can be of interest to all clubs, including those that operate under different ownership models. Of specific interest are areas such as community and fan engagement, communications and long-term financial sustainability. The aim of the conference was to share best practices on the strategy and implementation of the member-owned football club structure.



Photo credit: HNK Hajduk



Photo credit: HNK Hajduk



Photo credit: HNK Hajduk

ECA MEMBER CLUBS GATHER IN DUBLIN FOR 4TH ESSMA SUMMIT

The fourth edition of the ESSMA Summit was held at the AVIVA Stadium in Dublin in January 2018. Organised by the European Stadium & Safety Management Association (ESSMA), in partnership with ECA and European Leagues, the event hosted 375 participants, including representatives from clubs, stadiums, leagues and federations.

The ESSMA Summit has become the ‘must-attend’ event for those involved in the stadium industry. As an engaged strategic partner of the event, ECA was happy to see the participation of many member clubs as participants and speakers at the event. The focus of the presentations centred around issues including stadium lifecycle, match-day operations and fan experience.

The next edition of the ESSMA Summit will be held at FC Porto’s Estádio do Dragão in January 2019.



Photo credit: ESSMA



Photo credit: ESSMA



Photo credit: ESSMA

CLUB MANAGEMENT PROGRAMME



LAUNCH OF THE 2ND EDITION OF THE ECA CLUB MANAGEMENT PROGRAMME

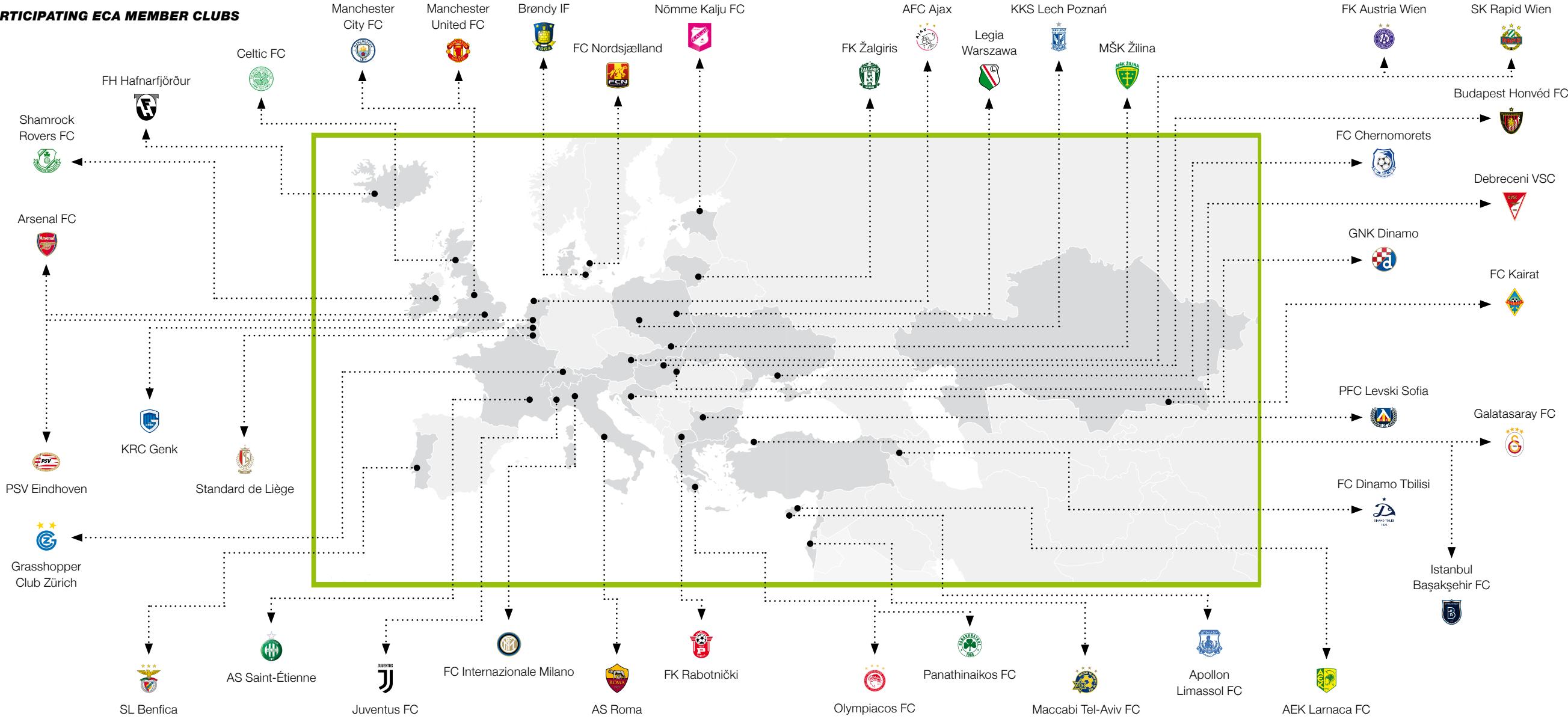
The second edition of the ECA Club Management Programme (CMP) kicked off on 6 November at the home of Juventus in Turin. The executive programme provides participants with the opportunity to learn about all areas of football club business and management in sessions at some of the most iconic sporting venues in the world.

The second edition of the CMP featured representatives from 40 ECA Member Clubs. For the first time, ECA reserved spots for non-European clubs, from Africa and South America, bringing experiences from other continents to the programme.

Commenting on the CMP, ECA Chairman Andrea Agnelli stated:

“The ECA Club Management Programme is an innovative and unique course that allows ECA Member Clubs to learn from one another’s knowledge and experiences. I believe that this programme will greatly benefit all participants as they seek to solve specific challenges related to club management, at both big and smaller clubs.”

PARTICIPATING ECA MEMBER CLUBS





► **SESSION 1**
LEADERSHIP & STRATEGY

TURIN – NOVEMBER 2017

SESSION 2 ◀
SPORT ACTIVITIES

BILBAO – JANUARY 2018



▶ EXTRA SESSION

LEADERSHIP & INNOVATION

LONDON – MARCH 2018



SESSION 3 ◀

BUSINESS ACTIVITIES

NEW YORK AND ATLANTA – JUNE 2018



ECA
ACTION

CLUBS RECOGNISED FOR GREAT ACHIEVEMENTS ON AND OFF THE PITCH

Four ECA Member Clubs were recognised for their sporting and non-sporting achievements at the ECA Awards in Geneva on 4 September 2017. Since 2010, the ECA Awards have aimed at rewarding outstanding club performances, encouraging best practices and highlighting successful club management.

EUROPEAN CLUB OF THE YEAR 2017



Recognised for their outstanding achievements during the 2016/17 season at European and domestic level.



BEST SPORTING PROGRESS 2017



Recognised for their significant progress in European competition during the 2016/17 season.

After a 2015/16 European campaign that saw the club knocked out of UEFA Club Competition in the Europa League group stage, AS Monaco went on to have a highly successful 2016/17 season. By making it all the way to the semi-finals of the UEFA Champions League and being crowned champions of their domestic league for the first time in 17 years, the club made a significant jump in the UEFA Club Coefficient Ranking 2017, advancing 29 spots, from position 58 to 29.



BEST COMMUNITY & SOCIAL RESPONSIBILITY PROGRAMME 2017



Recognised for their successful CSR programme 'Dementia Friendly Wellbeing'.

'Dementia Friendly Wellbeing' aims at supporting those affected by dementia by encouraging and promoting the integration of those diagnosed in local community activities. Now in its third year, the project has significantly increased the quality and quantity of dementia-friendly activity sessions on offer in the north east of Scotland. Sessions, such as Walking Football, are organised by the project and are not 'dementia only' but rather 'dementia friendly'. Prior to the project, Aberdeen FC engaged with 21 people either living with dementia or working as carers. Currently, Aberdeen FC directly engages with and supports over 200 people living with dementia and carers on a weekly basis. Not only has the club held events for those affected but it has also assisted in positively developing public awareness and understanding of the challenges being faced by dementia patients. This unique project has given people with dementia the opportunity to interact with others, build new relationships, have a voice, and, most importantly, feel accepted.



Similarly to previous years, the ECA CSR Award Winner was chosen by an independent panel, which was composed of the following members:

- **Peter Gilliéron**
UEFA Executive Committee Member and Chairman of the Committee for Fair Play & Social Responsibility at UEFA
- **Hubert Rovers**
Chief Executive Officer at EFDN
- **Peter Fossen**
Chief Operating Officer at PSV Eindhoven (ECA CSR Award Winner 2016)

WOMEN'S CLUB FOOTBALL AWARD



**SPORTING CLUBE DE PORTUGAL
PORTUGAL**

Recognised for their outstanding contribution to the promotion of women's club football.

The club reactivated the women's team for the 2016/17 season and immediately won the national championship 'Liga Allianz' and the cup 'Taca de Portugal'. During this impressive first season, the club broke the attendance record for a women's club football match in Portugal with 12,213 fans in attendance. The club continued this great form by kicking off the 2017/18 season by winning the Portuguese Women's Super Cup, beating rivals Sporting Clube de Braga on 3 September 2017.



ECA LAUNCHES NEW WEBSITE

The launch of the new website coincided with the celebration of ECA's 10th anniversary. Given this historic milestone, it was felt that the time was right to give a new and fresh look to ECA's online presence. The new website has been built with the user in mind, and comes with a range of new features, allowing for easier navigation and accessibility across all platforms.



ECA PLAYER RELEASE ANALYSIS

The ECA Player Release Analysis is a study undertaken by ECA on the occasion of every major national team tournament. During the 2017/2018 season, two such studies were released.

UEFA WOMEN'S EURO 2017 PLAYER RELEASE ANALYSIS

The first ECA Player Release Analysis, focusing on a Women's football tournament, was carried out for the UEFA Women's EURO 2017. The study, among other things, found that 100 of the 107 clubs releasing players for the competition were European and that over 90% of players participating in the tournament were registered with European clubs.



FIFA WORLD CUP 2018 PLAYER RELEASE ANALYSIS

Prior to the FIFA World Cup 2018 kicking off in Russia in June, ECA conducted a second Player Release Analysis, which highlighted the number and origin of clubs involved in releasing players for FIFA's flagship tournament.

Once again, European clubs were the ones releasing the most players for the tournament, with 74% of the participating players registered with clubs from UEFA associations. Only five players released by the 14 participating European national teams were playing for clubs outside Europe. Furthermore, one out of three clubs releasing players for the tournament were ECA Member Clubs.



Top 6 clubs releasing players

Manchester City FC	16 players
Real Madrid	15 players
FC Barcelona	14 players
Chelsea FC	12 players
Paris Saint-Germain	12 players
Tottenham Hotspur FC	12 players



COMPETITION REPRESENTATION - TOP 20

Country	Number of players	Number of clubs
USA	10	1
Belgium	10	1
Spain	10	1
France	10	1
Germany	10	1
England	10	1
Italy	10	1
Sweden	10	1
Denmark	10	1
South Korea	10	1
Japan	10	1
Colombia	10	1
Croatia	10	1
Mexico	10	1
Costa Rica	10	1
Peru	10	1
Ecuador	10	1
Honduras	10	1
Paraguay	10	1
Uruguay	10	1
Venezuela	10	1

ECA PARTNERS WITH THE #MORETHANFOOTBALL ACTION WEEKS

Following the success of the 2017 #Morethanfootball Action Week, which saw the participation of 84 professional football organisations, ECA agreed to become an official partner of the 2018 edition of the campaign.

The #Morethanfootball Action Weeks, an initiative of the European Football Development Network (EFDN) in partnership with ECA and the UEFA Foundation for Children, promotes and celebrates the CSR activities of clubs and other stakeholders in European football. In 2018, the campaign ran from 21 March to 8 April and offered the perfect opportunity for clubs to share their work around social responsibility while highlighting the influential role football can play in changing people's lives for the better.



THE EUROPEAN WEEK OF SPORT ACTIVELY SUPPORTED BY ECA

For the third year running, ECA was proud to once again be an official partner of the European Week of Sport. The campaign, launched in 2015 by the European Commission, aims at promoting sport and physical activity across Europe for all citizens, regardless of age, background or fitness level.

The 2017 edition took place from 23 to 30 September. Many ECA members participated in the campaign by using social media channels and online communication platforms to encourage fans to adopt a more physically active lifestyle.



ECA ADMINISTRATION 2017/18



Year joined ECA ▶ 2008

MICHELE CENTENARO
General Secretary

Year joined ECA ▶ 2012

NATHALIE DURGNAT
PA to the General Secretary

Year joined ECA ▶ 2018

MIKE-DAVID BURKHARD
Executive Office Manager

Year joined ECA ▶ 2013

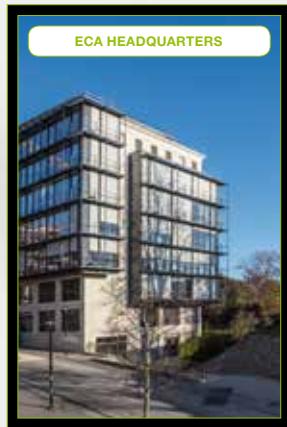
DAAN DE JONG
Head of Sports Legal

Year joined ECA ▶ 2009

OLIVIER JAROSZ
Head of Club Affairs & CMP Director

Year joined ECA ▶ 2011

AMANDINE SAUTY
Events Coordinator



Year joined ECA ▶ 2008

DAVID FROMMER
Director Communications & Public Affairs

Year joined ECA ▶ 2008

DIEDERIK DEWAELE
Director Sports & Operations

Year joined ECA ▶ 2018

JOSÉ LUIS ANDRADE
General Counsel

Year joined ECA ▶ 2017

ALUN VAUGHAN
Communications Coordinator

Year joined ECA ▶ 2016

SIRI WALLENIUS
Project Officer

Year joined ECA ▶ 2017

IDA DAHL
Project Assistant

PROJECT MANAGEMENT

David Frommer
Director Communications & Public Affairs

Alun Vaughan
Communications Coordinator

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