LEADING THE WAY FOR
FOOTBALL CLUBS IN EUROPE
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.

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

Andrea Agnelli
ECA Chairman
Dear ECA Members,

In the past 12 months, we have also reaffirmed our ambition to lead to collective European football at European level. I believe that ECA is in a unique position to enhance the transfer system, including the role of agents, training compensation, loan/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 plays 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 had a Youth Conference in Munich. This event coincided with the publication of the ECA Youth Academy Study, in which 10 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 host a football and leadership programme for up-and-coming footballers from 40 of our member clubs. The programme held its first-ever session in April.

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.

Michèle Centenaro
ECA General Secretary

**REPORT**

### GENERAL SECRETARY’S REPORT

**INSIDE ECA**

Last September, we implemented fundamental changes to the way in which our association is run, with the adoption of governance reforms, which aim at increasing participation and transparency at all levels. The establishment of Working Group Bureaus within Working Groups (WGB) has 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 establishment 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 valuable feedback from clubs on key issues, such as the future of the financial fair play regulations, UEFA Club Competitions 2021-24, as well as the future of UEFA’s club competitions post-2024. I believe the input shared in these meetings will ensure that decisions at the top level in ECA are now more comprehensive and representative of our 200+ member clubs than ever before.

Furthermore, the Executive Board has decided to strengthen the ECA Administration, which is to play a proactive role in this key dossier relating to the development of the club game. The expansion of the ECA Administration will ensure that ECA is even better placed to advocate on key issues, such as the future of the financial fair play regulations, UEFA Club Competitions 2021-24, as well as the future of UEFA’s club competitions post-2024. I believe the input shared in these meetings will ensure that decisions at the top level in ECA are now more comprehensive and representative of our 200+ member clubs than ever before.

STEMAHEKE RELATIONS

Regarding relations with stakeholders, particularly in management structures 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 an event attended by 40 of our member clubs. The programme held its first-ever event in Paris, and we are proud to continue to work with our partners at the European Commission. This agreement came about following extensive negotiations between ECA and FIFA 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, loan/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.

**STAKEHOLDER RELATIONS**

Concerning relations with stakeholders, UEFA must be commended for its approach, which has been cooperative and remains high on the agenda, as we work to improve all aspects of the women’s club game.

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 would like to 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.
ECA MEMBERS

10 YEARS OF LEADING THE WAY FOR FOOTBALL CLUBS IN EUROPE
NEW ORDINARY MEMBERS

Dundalk FC | IRL
Hapoel Beer-Sheva | ISR
OFK Titograd | MNE
S.S. Lazio | ITA
Vikingur | FRO
PFC Botev Plovdiv | BUL
FK Krasnodar | RUS
FC Nõmme Kalju | EST

NEW ASSOCIATED MEMBERS

FC Chikhura Sachkere | GEO
Kairat FC | KAZ
FK Spartaks Jūrmala | LAT
Gabala FK | AZE
AEL Limassol | CYP
FC Differdange 03 | LUX
FK Trakai | LIT
Istanbul Başakşehir FK | TUR

ECA MEMBERS

NEW MEMBERS 2017/18

230 member clubs in total

109 Ordinary Members
121 Associated Members

MEMBERSHIP DEVELOPMENT
CZECH REPUBLIC
ORDINARY MEMBERS
AC Sparta Praha
FC Viktoria Plzeň
FC Slovan Liberec

ASSOCIATED MEMBERS
FK Teplice
SK Slavia Praha

NETHERLANDS
ORDINARY MEMBERS
AFC Ajax
PSV Eindhoven
AZ Alkmaar

ASSOCIATED MEMBERS
BV Vitesse
FC Twente
FC Utrecht
Feyenoord Rotterdam
sc Heerenveen

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

TURKEY
ORDINARY MEMBERS
Galatasaray AS
Fenerbahçe SK
Beşiktaş JK

ASSOCIATED MEMBERS
Maritimo da Madeira Futsbol
Sporting Clube de Portugal

BELGIUM
ORDINARY MEMBERS
RSC Anderlecht
Club Brugge
KRC Genk

ASSOCIATED MEMBERS
KAA Gent
FC Brugge
KRC Genk

GRECE
ORDINARY MEMBERS
Olympiacos FC
PAOK FC
Asteras Tripolis FC

ASSOCIATED MEMBERS
Atromitos FC
Panathinaikos FC

SPAIN
ORDINARY MEMBERS
Real Madrid CF
FC Barcelona
Club Atlético de Madrid
Sevilla FC
Valencia CF

ASSOCIATED MEMBERS
Athletic Club
Mallaga CF
Real Sociedad de Fútbol
Villarreal CF

ITALY
ORDINARY MEMBERS
Juventus
SSC Napoli
ACF Fiorentina
SS Lazio
AC Milan*

ASSOCIATED MEMBERS
AS Roma
UC Sampdoria
 Udinese Calci

FRANCE
ORDINARY MEMBERS
Paris Saint-Germain FC
AS Monaco
AS Saint-Etienne

ASSOCIATED MEMBERS
Girondins Bordeaux
LOSC Lille
Montpellier Herault Sport Club
Olympique de Marseille
Stade Rennais FC

PORTUGAL
ORDINARY MEMBERS
SL Benfica
FC Porto
Sporting Clube de Braga

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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

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FC Twente
FC Utrecht
Feyenoord Rotterdam
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FC Red Bull Salzburg
SK Rapid Wien
FK Austria Wien

ASSOCIATED MEMBER
SK Sturm Graz

Germany
ORDINARY MEMBERS
FC Bayern München
FC Schalke 04
Borussia Dortmund
Bayern 04 Leverkusen
VfL Wolfsburg

ASSOCIATED MEMBERS
Borussia VFL 1900 Mönchengladbach
Eintracht Frankfurt
Hannover 96
Hamburger SV
RB Leipzig
SV Werder Bremen
VfB Stuttgart

Russia
ORDINARY MEMBERS
FC Zenit St. Petersburg
FC Rubin Kazan
PFC CSKA Moscow
FK Krasnodar

ASSOCIATED MEMBERS
FC Lokomotiv Moscow
FC Spartak Moscow
FC Rostov

Turkey
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Galatasaray AS
Fenerbahçe SK
Beşiktaş JK

ASSOCIATED MEMBERS
Istanbul Başakşehir FK
Bursaspor
Trabzonpor AS

Greece
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PAOK FC
Asteras Tripolis FC

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Panathinaikos FC

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Olympique Lyonnais

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ASSOCIATED MEMBER
SK Sturm Graz
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**ECA MEMBERS**
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<td>FK Željezničar</td>
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**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.

**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.”
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.
Pedro López Jiménez
Real Madrid CF | ESP
ECA Vice-Chairman
ECA Executive Board Member since 2012
• Deputy Chairman Board of Administration UEFA Club Competitions SA
• Member UEFA Club Competitions Committee
• Member FIFA Football Stakeholders Committee

Eden 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

Ed Woodward
Manchester United FC | ENG
ECA Member
ECA Executive Board Member since 2015
• Member ECA Financial Fair Play Strategic Panel

Jean-Michael 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

Josep Maria Bartomeu
FC Barcelona | ESP
Board Member
ECA Executive Board Member since 2014
• Member ECA Financial Fair Play Strategic Panel
• Member UEFA Club Competitions Committee

Michael Van Gaal
Manchester United FC | ENG
ECA Executive Board Member since 2015
• Vice-Chairman ECA Legal Advisory Panel
• Member UEFA Statutory Affairs Panel
• Managing Director UEFA Club Competitions SA
• Member UEFA Club Competitions Committee

Jean-Claude Bruyneel
Olympique Lyonnais | FRA
Executive Board Member since 2014
• Chairman UEFA Club Competitions Committee

Peter Lawwell
Celtic FC | SCO
ECA Member
Executive Board Member since 2013
• Member UEFA Club Competitions Committee
• Member UEFA Professional Football Strategy Council

Ivan Gazidis
Arsenal FC | ENG
ECA 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

Rafael Camacho
Man City | ENG
ECA Executive Board Member since 2015
• Member ECA Competitions Working Group
• Member UEFA Club Competitions Committee

Peter Lawwell
Celtic FC | SCO
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Peter Lawwell
Celtic FC | SCO
Executive Board Member since 2013
• Member UEFA Club Competitions Committee
• Member UEFA Professional Football Strategy Council

Andreas Hörsholm 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.
## COMMITTEES/EXPERT PANELS 2017/18

### WOMEN’S FOOTBALL COMMITTEE

**Chairman** Jean-Michel Aulas | Olympique Lyonnais  
**Vice-Chairwoman** Linda Wijkström | Ettfotboll Dam

### COMMITTEE/EXPERT PANELS

#### COMMITTEE

- **STATUTORY AFFAIRS PANEL**
  - Ivan Gazotti | 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  
  - Svenja Geissmar | Arsenal FC  
  - Assen Hinov | PFC Ludogorets  
  - Wouter Lambrecht | FC Barcelona  
  - Jakub Laskowski | Legia Warszawa SA  
  - 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 Räker | 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

#### PANELS

- **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
  - 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

### BUREAU MEMBERS

<table>
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<tr>
<th>National Association</th>
<th>Representatives</th>
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| 1 Germany            | Bianca Rech | FC Bayern München  
                      | Stephan Schmidli | 1. FFC Turbine Potsdam* |
| 2 France             | Marino Facciol | Olympique Lyonnais  
                      | David Vlasič | Montpellier Herault SC  
                      | Claude Deville | Caen FC* |
| 3 Sweden             | Henrik Bangsgaard | Örgryttan IF  
                      | Maria Hagström | Linköpings IF** |
| 4 England            | Clare Wheeler | Arsenal FC  
                      | Adrian Jacob | Chelsea FC Women |
| 5 Spain              | Juan Luis Fuertes | Atlético Madrid  
                      | Stefano Baggio | Juventus FC |
| 6 Russia             | Tatiana Chernaya | PFC CSKA Moskova  
                      | Sandro Mencucci | Fiorentina Women’s FC |
| 7 Italy              | Carlo Baratti | Brondby IF |
| 8 Denmark            | Christian Fole | Aarhus GF  
                      | Eva Andersen | Fortuna Hjørring** |
| 9 Czech              | Martina Pavlová | AC Sparta Prague  
                      | Mirka Fousková | SK Slavia Prague |
| 10 Austria           | Bruno Hütter | Borussia Dortmund  
                      | Ali Rehman | HJK Helsinki |

* Ettfotboll Dam represents Swedish clubs.  
** Representative (Non-ECA).
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.
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

Topics of discussion at the June meetings included:
- UEFA Club Competitions 2021–24 cycle
- Financial Fair Play
- Transfer matters
- ECA Administration

PEC MEETINGS HELD TO DISCUSS THE FUTURE OF EUROPEAN CLUB FOOTBALL
STAKEHOLDER RELATIONS
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.
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.

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.
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 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.

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**ECA REPRESENTATION ON UEFA BODIES**

**UEFA EXECUTIVE COMMITTEE**
Andrea Agnelli (Juventus)
Peter Fossen (PSV Eindhoven)
Josep Maria Bartomeu (FC Barcelona)
Michael Gerlinger (FC Bayern München)
Peter Lawwell (Celtic FC)
Pedro López Jiménez (Real Madrid CF)
Aki Riihilahti (HJK Helsinki)
Nikola Prentić (FK Budućnost Podgorica)
Dariusz Mioduski (Legia Warszawa SA)
Michael Verschueren (RSC Anderlecht)
Raul Sanllehi (Arsenal FC)
Davide Toffolo (AIA Airoldi)
Umberto Gandini (AS Roma)
Pedro Fossen (PSV Eindhoven)
Josep Maria Bartomeu (FC Barcelona)
Peter Lawwell (Celtic FC)
Pedro López Jiménez (Real Madrid CF)
Dariusz Mioduski (Legia Warszawa SA)
Ed Woodward (Manchester United FC)
Michael Verschueren (RSC Anderlecht)
Michele Centenaro (European Club Association)

**UEFA PROFESSIONAL FOOTBALL STRATEGY COUNCIL**

**UEFA CLUB COMPETITIONS COMMITTEE**

**UEFA WOMEN’S FOOTBALL COMMITTEE**

**ECA REPRESENTATION ON UEFA BODIES 2017/2018**

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**STAKEHOLDER RELATIONS**

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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.
Following the multi-stakeholder agreement reached by the FIFA Football Stakeholders Committee (FSC), the FIFA FSC created a Task Force to examine the ‘broadest’ 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 FCA 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.

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.

ECA REPRESENTATION ON FIFA BODIES

ECA REPRESENTATION ON FIFA BODIES 2017/2018

<table>
<thead>
<tr>
<th>FIFA FOOTBALL STAKEHOLDERS COMMITTEE</th>
<th>FIFA PLAYERS’ STATUS COMMITTEE</th>
<th>FIFA DISPUTE RESOLUTION CHAMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pedro López Jiménez (Real Madrid CF)</td>
<td>José María Cruz (Sevilla FC)</td>
<td>Pavel Pivovarov (FC Zenit St. Petersburg)</td>
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<td>Ivan Gazidis (AC Milan)</td>
<td>Wouter Lambrecht (FC Barcelona)</td>
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<td>Umberto Gandini (AS Roma)</td>
<td>Victor Danugs (FC Basel/Zürich)</td>
<td>Duan de Jong (European Club Association)</td>
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<td>Edvin van der Sar (AFC Ajax)</td>
<td>Michele Centenaro (European Club Association)</td>
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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.

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 Navracsics 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 ensure 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.

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.

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.

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.

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.

AGENTs AND PLAYER CONTRACTS TOP OF SOCIAL DIALOGUE AGENDA

RELATIONS WITH CLUB SPORTS BODIES

RESOLUTION ON GOOD GOVERNANCE

ECA PARTICIPATES AT EU SPORT FORUM

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.

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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’
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.”
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.

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.

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 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.”
SESSION 1
LEADERSHIP & STRATEGY
TURIN – NOVEMBER 2017

SESSION 2
SPORT ACTIVITIES
BILBAO – JANUARY 2018
-leadership & innovation
london – march 2018

session 3
business activities
new york and atlanta – june 2018
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**

**REAL MADRID CF**

**SPAIN**

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

**BEST SPORTING PROGRESS 2017**

**AS MONACO**

**FRANCE**

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**

**ABERDEEN FC**

**SCOTLAND**

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 club 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)

Since 2010, the ECA Awards have aimed at rewarding outstanding club performances, encouraging best practices and highlighting successful club management.
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.
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

EUROPEAN CLUB ASSOCIATION

MICHELE CENTENARO
General Secretary
Year joined ECA: 2008

OLIVIER JAROSZ
Head of Club Affairs & CMP Director
Year joined ECA: 2009

NATHALIE DURGNAT
PA to the General Secretary
Year joined ECA: 2012

MIKE-DAVID BURKHARD
Executive Office Manager
Year joined ECA: 2018

SIRI WALLENIUS
Project Officer
Year joined ECA: 2016

IDA DAHL
Project Assistant
Year joined ECA: 2017

AMANDINE SAUTY
Events Coordinator
Year joined ECA: 2011

ALUN VAUGHAN
Communications Coordinator
Year joined ECA: 2017

DAVID FROMMER
Director Communications & Public Affairs
Year joined ECA: 2008

DIEDERIK DEWAELE
Director Sports & Operations
Year joined ECA: 2008

JOSÉ LUIS ANDRADE
General Counsel
Year joined ECA: 2018

DAAN DE JONG
Head of Sports Legal
Year joined ECA: 2013

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Alun Vaughan
Communications Coordinator

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