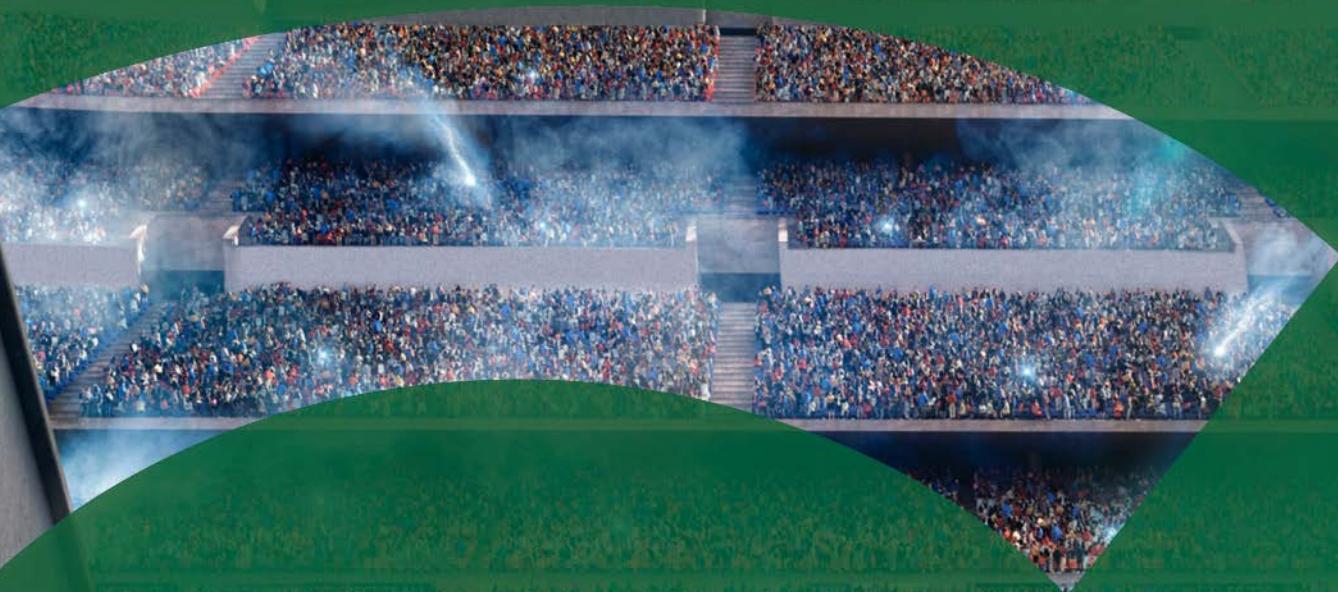




HEART
OF
FOOTBALL

EUROPEAN CLUB ASSOCIATION



ANNUAL REPORT 2018/19



HEART OF FOOTBALL

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CHAIRMAN'S MESSAGE

Dear ECA Members, Dear Friends of Football, Dear All,

As we have just about caught our breaths from all the excitement of last season, here we are again at the start of a new one. At this stage, we are all taking the first steps on a journey to achieve success this season. However, the concept of "success" is defined differently by each of us. We are a diverse and eclectic membership, from different countries and leagues, with different stories, and therefore face different challenges. Nevertheless, all members of ECA share one goal: to continue to develop and grow European club football. That is what we have worked tirelessly to achieve throughout the past year.

I must say, the 2018/19 season was an exciting one for our industry. The quality on the pitch in UEFA Club Competitions was of the highest level as we saw drama throughout that kept us on the edge of our seats. Off the pitch, it has been a year in which we have sought to ensure that European club football continues to develop going forwards.

We also wanted to encapsulate our ambition for the future of the game by refreshing the ECA image with the launch, last March, of a new visual identity. We feel this identity portrays the maturity, confidence and progressiveness in how we approach our activities. This identity represents a new era for ECA, an era in which clubs are positioned at the "Heart of Football". This is not just a slogan, but something we firmly believe in and that characterises our daily reality.

As we began to look ahead and address the challenges of tomorrow, we also recognised the opportunity and need to strengthen our governance model. Recently adopted statutory amendments will now see a future for ECA in which there is greater representation at board level. We have introduced these changes as we want to involve as many clubs as possible in making decisions that impact us all. We will also have a female voice represented on the board for the first time in too long with the introduction of a Diversity Observer. We have taken these steps to guarantee ECA acts in a way that matches its current standing within the game.

Last December, we saw the approval by the UEFA Executive Committee of the third UEFA Club Competition, which will start in the 2021/22 season. This represents a milestone in the history of UEFA and ECA's relationship and is a concrete achievement for our organisation.

It makes UEFA Club Competitions more inclusive than ever before. From 2021, there will be more European matches for more clubs, with more associations represented in the group stages. And this is thanks to the efforts of all of our members.

As part of our long-term cooperation with UEFA, we signed a renewed Memorandum of Understanding in February. In this agreement, UEFA reiterates its acknowledgement of ECA as the sole body representing the interests of club football at European level. UEFA also recognised the need to address the future of its club competitions, as it launched a proper stakeholder consultation process for the competition cycle post 2024, in which ECA has a central role. ECA has engaged in this process, acknowledging the opportunities of reform and the reality of a rapidly changing environment in which we operate. It's clear to see that there is a polarisation in the current system which is cause for concern and which, if not addressed could lead to long-term damage to the game. Furthermore, we are all aware that audience behaviour and content consumption is changing. It is for this reason that it's my strong belief that clubs in all European countries who are good enough to develop and play regularly in European competitions should have the chance to do so. A football ecosystem with more games of quality, greater diversity, financial stability and competitiveness, in which more clubs can progress through the ranks and compete for honours at the highest levels is something we should all strive for.

In light of this, a Special General Assembly was called in order to commence the internal consultation process on the future of UEFA Club Competitions, giving members a chance to share ideas and exchange views. There has been differing opinions on the concept of reform and it is perfectly normal for clubs to view such a challenge from different perspectives. We know that there is fine-tuning to be done. However, we must continue to work together in shaping the future and find shared solutions for the good of European football.

In this process, we must not forget that ECA is made up of clubs that regularly compete in all UEFA Club Competitions – not just in the Champions League – but also in the Europa League and soon in the third competition. Moreover, we are proudly an open and inclusive association, in which any club playing in a European top division is eligible for membership. We are a diverse group of big, small and medium-sized clubs that have varying goals and objectives. Therefore, we cannot make decisions based purely on self-interest, but rather

in the interest of all. This is something that should guide us in everything we do. I want to thank all of the members for being so engaged in the conversation and in the activities of ECA in general over the past year. We now aim to engage further with members to develop a shared vision to present to stakeholders, leading to a fair, balanced and representative model that will benefit the club game across all of Europe, from the smallest to the biggest clubs.

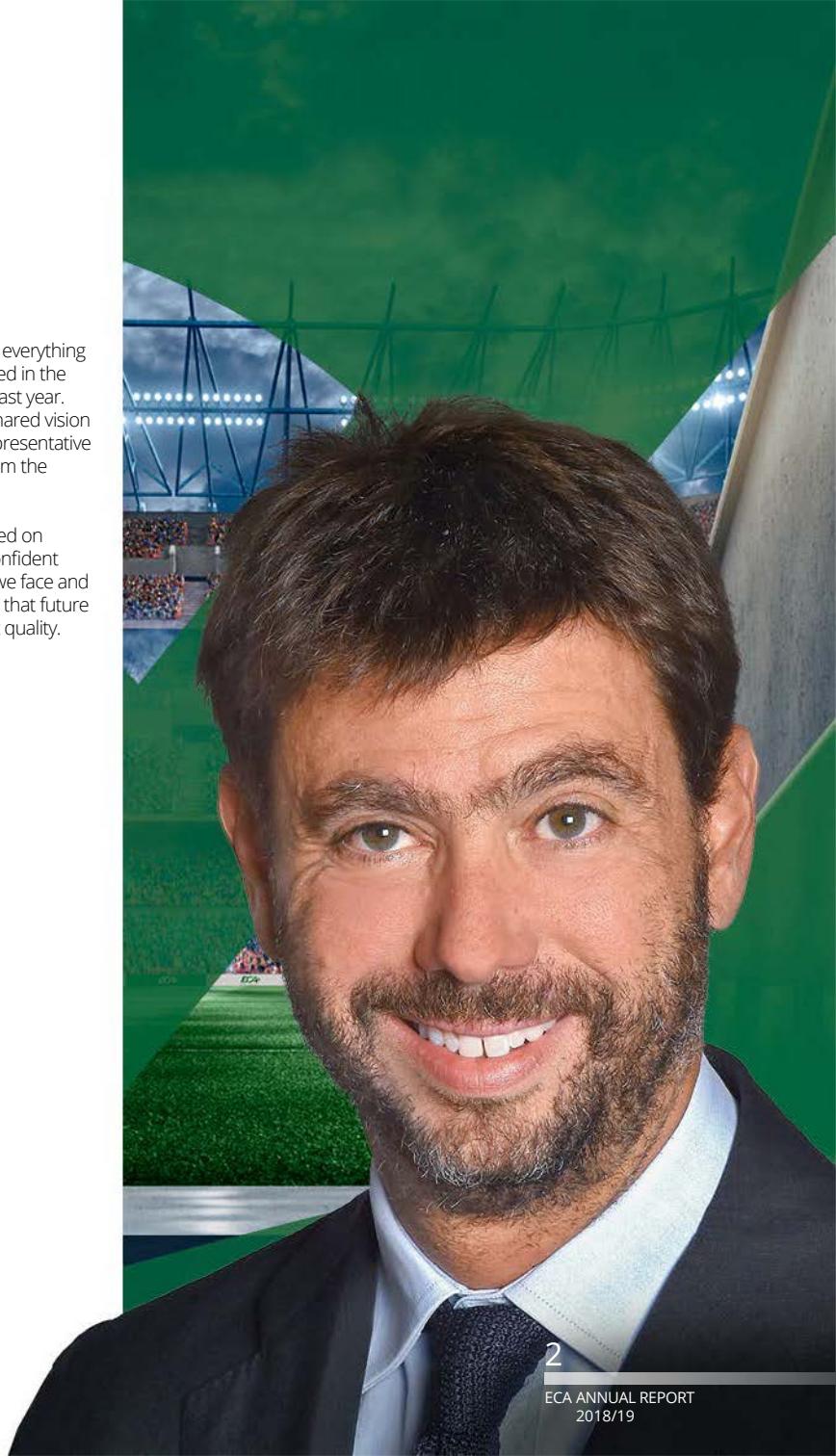
Success on the pitch may be different for each of us. But based on what we've achieved over the last year, and since 2008, I'm confident that, together, we can find solutions to tackle the challenges we face and ensure the sustainable and long-term viability of the game so that future generations can continue to enjoy football of the very highest quality.

Thanks again for your contribution and commitment to ECA.

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



Andrea Agnelli
ECA Chairman



GENERAL SECRETARY'S REPORT

Dear ECA Members,

2017/18 was all about reflection as we celebrated 10 years of our association. We looked back at the historic achievements we had amassed over what was a storied and defining decade for European club football, cementing its position at the decision making table. This past year, however, has been one in which we have looked to the future. In the 2018/19 season, we made decisions that have driven both our organisation and football as a whole forward, and which will have positive and long-lasting impacts on the game.

We began the season by bringing our members together for the 21st ECA General Assembly in Split. It was at this occasion that our Chairman announced that the "green light" had been given on the introduction of a third competition as from the 2021/22 season. The format and access list for the competition cycle 2021-24 was a key item addressed and developed in a specially dedicated UEFA-ECA Task Force, which was further discussed in ECA Platform for Executive Consultation Meetings. A determining factor in reaching this position was the need to enhance the overall value and participation in European competitions. The development of UEFA Club Competitions for the next cycle will offer more opportunities for a greater number of clubs and we are pleased by the successful collaboration by our organisation and UEFA in making this possible.

Cooperation with UEFA in building the long-term health of the game has been a key theme of the year. In November 2018, UEFA President Aleksander Čeferin and ECA Chairman Andrea Agnelli met with the EU Commissioner for Education, Culture, Youth and Sport Tibor Navracsics. At the meeting in Brussels, a signed letter of intent was

presented to the EU Commissioner detailing our joint ambitions to work together in tackling the challenges in the game. With a shared vision to secure the long-term wellbeing of not only club football, but European football as a whole, a renewed Memorandum of Understanding between our two organisations was signed on 6 February 2019 in Rome. This agreement, which lasts until 2024, defines clear objectives to maintain the continued prosperity of European football.

In March 2019, a consultation process on the future of UEFA Club Competitions (UCCs) post 2024 was launched by UEFA. On 19 March 2019, the ECA Executive Board and the UEFA Executive Committee met, in a historic first time meeting between the two organs, for an informal brainstorming session, allowing for an initial sharing of ideas and exchange of views on the matter. At the 22nd ECA General Assembly in Amsterdam, our Chairman informed members of the meeting and during the course of May, discussions were held by Board Members on how to further develop an internal consultation process. Due to the importance of the topic to clubs across our membership, the decision was taken to call a Special General Assembly which focused on the future of UCCs. We were pleased by the engagement of members at the Special General Assembly in Malta, where everyone had the opportunity to share their thoughts in workshops in which we addressed and debated the post 2024 vision in great detail. As a follow up to this, ECA Member Forums are being held at our offices in Nyon and in different regions across the continent through summer, providing a platform to learn more on the thoughts of individual members. I look forward to reviewing the feedback from members to ensure that we work towards a shared vision for the future of UCCs.

There has also been lots of movement this year in our dealings with FIFA. We were pleased to confirm that 416 clubs worldwide will receive an amount of the benefits from the 2018 FIFA World Cup in Russia. This came following an agreement between ECA and FIFA which recognises the important role clubs around the world play in making international tournaments successful. We were also pleased to work closely with FIFA in modernising the transfer system as the FIFA Football Stakeholders Committee agreed on a series of principles that need enhancing. However, we have been left disappointed by other decisions taken by FIFA this year which have a considerable impact on European clubs. On 15 March 2019, the FIFA Council approved a decision to reformat the FIFA Club World Cup already from the 2021 edition. This decision was taken despite the concerns raised by ECA on the lack of consultation and consideration of the future of the International Match Calendar undertaken in this process. Over the coming year, we seek to work more collaboratively and hope FIFA are open to engaging in a more transparent manner.

At ECA, we have sought to ensure that we keep our house in order as we identified key areas for improvement in our governance model this year. We developed a diversity strategy which resulted in the creation of a female Diversity Observer position within the ECA Executive Board, and it is now a statutory objective of ECA to promote diversity and inclusion in football. Furthermore, we have expanded the ECA Executive Board from 15 to 24 full members with increased representation across all four subdivisions. We have also strengthened our Administration by hiring in several positions, including a new Managing Director with the appointment of Charlie Marshall. Upon taking up his role,

Charlie brought a wealth of experience dealing with clubs, leagues and organisations across the sports sector, as well as having a strong record of growing businesses and delivering strategic transformation. We are pleased to have him on the team. These decisions will go a long way in ensuring that ECA is equipped to tackle the future challenges of European football in an effective and progressive manner.

Further to ensuring our governance model is enhanced, we have also sought to improve the services we provide our members. Therefore, we conducted the Club Intelligence Survey in order to try to better understand the needs and desires of our members. This survey helped us to collect feedback on competitions and on what we can do as an association to help members grow as sporting organisations and as businesses.

One key way in which we help our members grow is through knowledge sharing and there is no better platform for this than the ECA Club Management Programme (ECA CMP). The second edition of the ECA CMP concluded in June, with participants attending a graduation ceremony in Stockholm, organised with our academic partner Stockholm Business School. The second edition of the programme was another example of the high quality training ECA CMP provides to professionals across the club football industry and we are excited to renew the programme for a third edition, which will kick off in November 2019.

This past year has been a fantastic one for the development of the women's game, highlighted by the 2019 FIFA Women's World Cup in France. We are pleased to see the fruitful outcome of the new FIFA Women's International Match Calendar, which was developed with strong input from ECA.

Coinciding with the kick off of the tournament, we published an ECA Player Release Analysis, looking at the number and origin of clubs that released players to the tournament. This study highlighted the incredible development of European club football since the previous tournament. There was a 30% increase in participating players registered at European clubs compared to the previous tournament in 2015 – a testament to the investment of clubs in infrastructure and coaching. We also presented the ECA Women's Club Football Analysis to the ECA Women's Football Committee in May 2019. Similar to the Club Intelligence Survey, we wanted to better understand the objectives of women's clubs. I feel the results provide clear indicators for the challenges we need to address over the coming years to ensure that women's club football continues to develop at a rapid rate.

Finally, I would like to thank all of our members for their contributions to ECA over the past year. In addition, as we now enter a new 4-year cycle, I would like to give a special thanks to all of the members of the Executive Board, Working Groups, Committees and Panels for their efforts over this 2-year cycle.

Together, we have all made considerable and positive contributions to the development of European club football and I look forward to continuing in this spirit for the years to come.

Michele Centenaro
ECA General Secretary



SEASON HIGHLIGHTS

2018/19

10-11 SEPTEMBER 2018

160 member clubs meet in Split for the 21st ECA General Assembly

2 DECEMBER 2018

UEFA Executive Committee unanimously agrees to revamp its club competitions by introducing a third competition as from the 2021/22 season, following ECA member demands

30 JANUARY 2019

ECA Executive Board elects Nasser Al-Khelaifi as representative in the UEFA Executive Committee

20 NOVEMBER 2018

ECA Chairman Andrea Agnelli and UEFA President Aleksander Čeferin present a signed letter of intent to the EU Commissioner for Sport in Brussels

4 DECEMBER 2018

FIFA announces that 416 clubs worldwide will receive a share of the benefits from the 2018 FIFA World Cup in Russia, per an agreement with ECA

19 MARCH 2019

ECA Executive Board and UEFA Executive Committee meet in Nyon to engage in an informal brainstorming session to allow for an initial sharing of ideas and exchange of views around UEFA Club Competitions post 2024

20 MARCH 2019

ECA launches new visual identity, positioning clubs at the "Heart of Football"

26 JUNE 2019

First session of Member Forums on UEFA Club Competitions post 2024 takes place at the ECA offices in Nyon

6 FEBRUARY 2019

ECA Chairman Andrea Agnelli and UEFA President Aleksander Čeferin sign a renewed Memorandum of Understanding, which will run until 2024, in Rome

5 JUNE 2019

Participants of the ECA Club Management Programme second edition graduate in Stockholm

25-26 MARCH 2019

164 member clubs meet in Amsterdam for the 22nd ECA General Assembly

6-7 JUNE 2019

156 member clubs gather in Malta for a Special General Assembly to discuss the future of UEFA Club Competitions post 2024

27 FEBRUARY 2019

Final session of PEC Meetings on the format and access list of UEFA Club Competitions 2021-24 takes place



MEMBERSHIP



232

109 MEMBER CLUBS 123

CLUBS

**ORDINARY
MEMBERS**

**ASSOCIATED
MEMBERS**



NEW MEMBERS

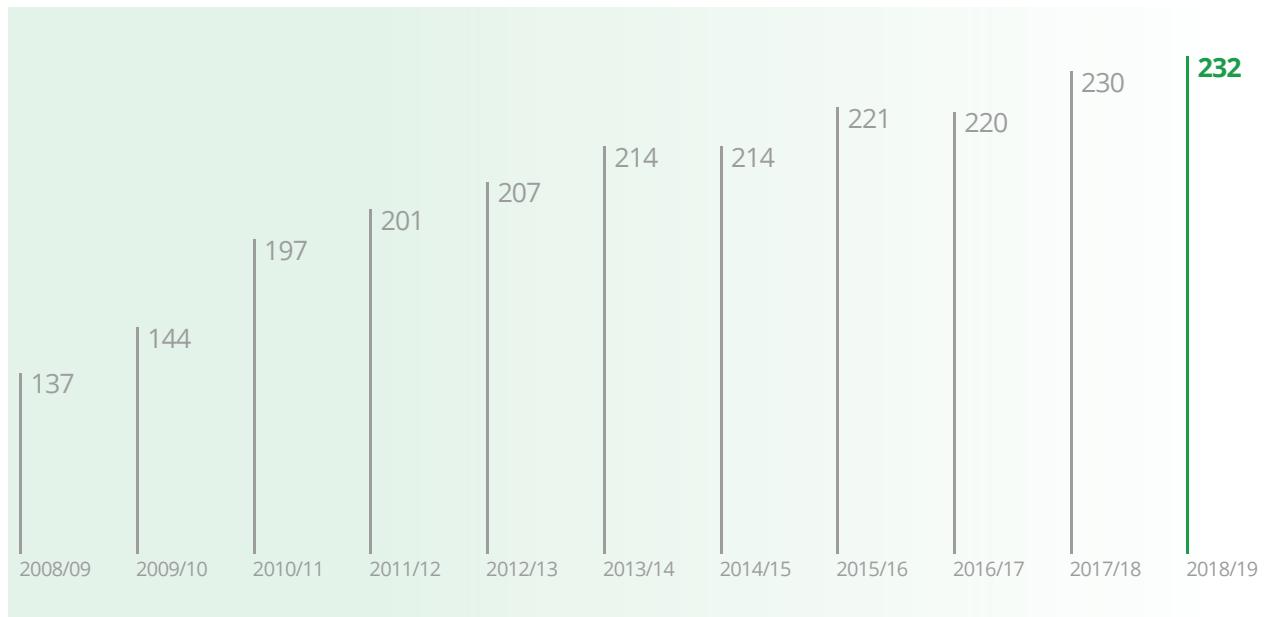
ORDINARY MEMBERS



ASSOCIATED MEMBERS



MEMBERSHIP DEVELOPMENT



MEMBERS

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
-  TSG 1899 Hoffenheim
-  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 City 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

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

-  C. S. Marítimo 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

-  İstanbul 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
-  Asteras Tripolis FC
-  AEK Athens FC

ASSOCIATED MEMBERS

-  Atromitos FC
-  PAOK 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

SCOTLAND



ORDINARY MEMBERS

 Celtic FC

 Aberdeen FC

ASSOCIATED MEMBERS

 Heart of Midlothian FC

 Motherwell FC

 Rangers FC

NORWAY



ORDINARY MEMBERS

 Molde FK

 Rosenborg BK

ASSOCIATED MEMBERS

 Lillestrøm SK

 Vålerenga IF

 Viking FK

 Strømsgodset Toppfotball

SWEDEN



ORDINARY MEMBERS

 Malmö FF

 IF Elfsborg

ASSOCIATED MEMBERS

 AIK

 Djurgårdens IF

 IFK Göteborg

CYPRUS



ORDINARY MEMBERS

 Apoel FC

 Apollon Limassol FC

ASSOCIATED MEMBERS

 AEK Larnaca FC

 Anorthosis Famagusta FC

 AC Omonia Nicosia

AZERBAIJAN



ORDINARY MEMBERS

 Qarabağ Ağdam

 PFC Neftçi

ASSOCIATED MEMBER

 Gabala FK

ISRAEL



ORDINARY MEMBERS

 Maccabi Tel-Aviv FC

 Hapoel Beer-Sheva

ASSOCIATED MEMBERS

 FC Bnei-Yehuda

 Maccabi Haifa FC

BULGARIA



ORDINARY MEMBERS

 PFC Ludogorets Razgrad

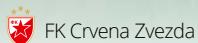
 Botev Plovdiv

ASSOCIATED MEMBER

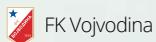
 PFC Levski Sofia

SERBIA

ORDINARY MEMBERS



ASSOCIATED MEMBER

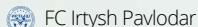
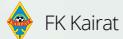
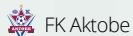


KAZAKHSTAN

ORDINARY MEMBER

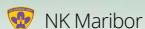


ASSOCIATED MEMBERS

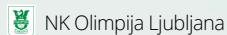
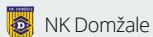


SLOVENIA

ORDINARY MEMBER

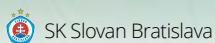


ASSOCIATED MEMBERS

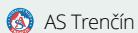


SLOVAKIA

ORDINARY MEMBER



ASSOCIATED MEMBERS



LIECHTENSTEIN

ORDINARY MEMBER

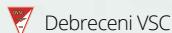
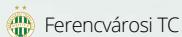
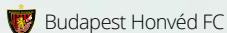


HUNGARY

ORDINARY MEMBER



ASSOCIATED MEMBERS

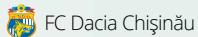
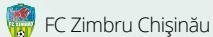


MOLDOVA

ORDINARY MEMBER



ASSOCIATED MEMBERS

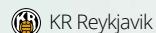


ICELAND

ORDINARY MEMBER

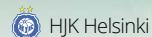


ASSOCIATED MEMBER

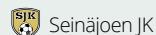
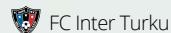


FINLAND

ORDINARY MEMBER



ASSOCIATED MEMBERS

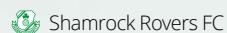
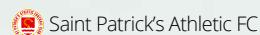


IRELAND

ORDINARY MEMBER

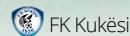


ASSOCIATED MEMBERS



ALBANIA

ORDINARY MEMBER

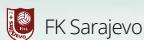


ASSOCIATED MEMBER



BOSNIA-HERZEGOVINA

ORDINARY MEMBER



FK Sarajevo

ASSOCIATED MEMBERS



NK Široki Brijeg



FK Željezničar

ESTONIA

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Nõmme Kalju FC

ASSOCIATED MEMBERS



FC Flora Tallinn



FC Levadia Tallinn

LUXEMBOURG

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ORDINARY MEMBER



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NORTHERN IRELAND

ORDINARY MEMBER



Crusaders FC

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Cliftonville FC



Linfield FC



Glentoran FC

LATVIA

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FK Ventspils

ASSOCIATED MEMBER



FK Spartaks Jūrmala

ARMENIA

ORDINARY MEMBER



Alashkert FC

ASSOCIATED MEMBERS



FC Pyunik



FC Banants

LITHUANIA

ORDINARY MEMBER



FK Žalgiris

ASSOCIATED MEMBERS



FK Sūduva



FK Trakai

NORTH MACEDONIA

ORDINARY MEMBER



FK Vardar

ASSOCIATED MEMBERS



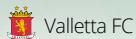
KF Shkëndija Tetovo



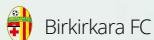
FK Rabotnički

MALTA

ORDINARY MEMBER



ASSOCIATED MEMBER

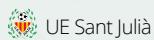


ANDORRA

ORDINARY MEMBER

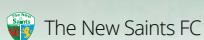


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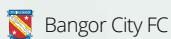


WALES

ORDINARY MEMBER



ASSOCIATED MEMBER

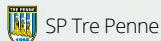
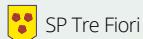
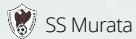


SAN MARINO

ORDINARY MEMBER



ASSOCIATED MEMBERS

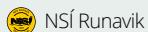
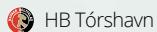
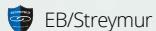
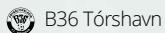


FAROE ISLANDS

ORDINARY MEMBER

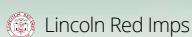


ASSOCIATED MEMBERS

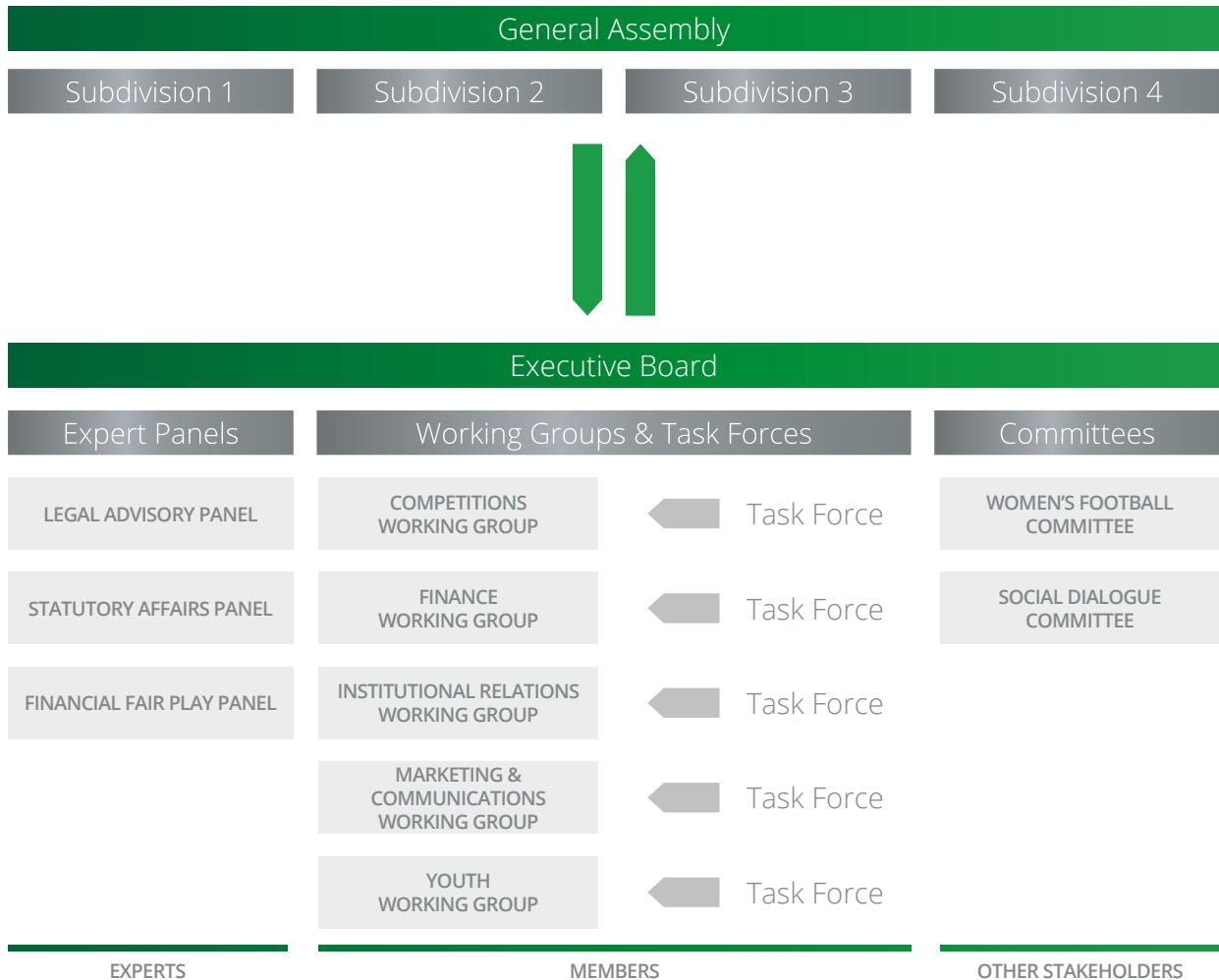


GIBRALTAR

ORDINARY MEMBER



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Juventus
Chairman



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Real Madrid CF
Vice-Chairman



Edwin van der Sar
AFC Ajax
Vice-Chairman



Ed Woodward
Manchester United FC
Board Member



Ivan Gazidis
AC Milan
Board Member



Josep Maria Bartomeu
FC Barcelona
Board Member



Domingos Soares de Oliveira
SL Benfica
Board Member



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FC Bayern München
Board Member



Michael Verschueren
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Board Member



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Legia Warszawa SA
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Aki Riihilahti
HJK Helsinki
Vice-Chairman



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Board Member



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FC Zenit
Subdivision Representative



Raphael Landthaler
SK Rapid Wien
Subdivision Representative



Stefan Pantović
FK Crvena Zvezda
Subdivision Representative



Viðar Halldórsson
FH Hafnarfjörður
Subdivision Representative

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Asif Asgarov | Qarabağ Agadam

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Bernard Caiazzo | AS Saint-Étienne

Jacques Henri Eyraud | Olympique de Marseille

Christian Clever | Borussia VfL 1900 Mönchengladbach

Christian Hockenjós | 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 Sūduva

Peter Pekara | MŠK Žilina

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Vice-Chairman

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Mindaugas Nikolicius | FK Žalgiris

Working Group Members

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Andy Young | Manchester City FC

José María Cruz | Sevilla FC

Clemente Villaverde | Club Atlético de Madrid

Pedro Uribe-Etxebarria | Real Sociedad de Fútbol

Marc Ingla | LOSC Lille

Alain Deveseleer | Girondins Bordeaux

Florian Hopp | RB Leipzig

Oliver Frankenbach | Eintracht Frankfurt

Andrea Chiavelli | SSC Napoli

Elena Ereemeeva | FC Zenit St. Petersburg

Thomas Schwarz | FK Austria Wien

Miguel Moreira | SL Benfica

Serdar Yıldız | Fenerbahçe SK

Gyulnara Akhmedzhanova | FC Shakhtar Donetsk

Alexander Alexandrov | PFC Ludogorets Razgrad

Efthymios Agathokleous | Apoel FC

Jesper Jørgensen | Brøndby IF

Joe Attard | Valletta FC

Bojan Ban | NK Maribor

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Vice-Chairman

Giovanni Gardini | FC Internazionale Milano

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Kyril Maleyev | FC BATE Borisov

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Victoriano Melero | Paris Saint-Germain FC

Vincent Ponsot | Olympique Lyonnais

Filips Dhondt | AS Monaco

Julius Becker | Hamburger SV

Jan Råker | VfB Stuttgart

Mauro Baldissoni | AS Roma

Pavel Pivovarov | FC Zenit St. Petersburg

Alkis Papantoniou | Panathinaikos FC

Vitus Derungs | Grasshopper-Club Zürich

Anatoliy Volk | FC Dynamo Kyiv

Jelena Mikacic | HNK Hajduk Split

Thomas Christensen | Odense BK

Stefan Pantović | FK Crvena Zvezda

Dragan Soldo | NK Široki Brijeg

Kaj Leo Holm Johannesen | HB Tórshavn

John Borg | Birkirkara FC

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Aurelio De Laurentis | SSC Napoli

Vice-Chairman

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Bureau Members

Jaromir Hamouz | FC Viktoria Plzeň

Pal Orosz | Ferencvárosi TC

Working Group Members

Aidan Mullally | Tottenham Hotspur FC

Vinai Venkatesham | Arsenal FC

Begoña Sanz | Real Madrid CF

Guillem Graell | FC Barcelona

Jorge Garcia Martinez | Valencia CF

Laurent Colette | Olympique de Marseille

Jochen Rotthaus | Bayer 04 Leverkusen

Tommaso Bianchini | ACF Fiorentina

Lorenzo Giorgetti | AC Milan

Stephan Reiter | FC Red Bull Salzburg

Mark Koevermans | Feyenoord Rotterdam

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

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Edwin van der Sar | AFC Ajax

Vice-Chairman

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Bureau Members

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Piotr Rutkowski | KKS Lech Poznań

Working Group Members

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Jon Berasategi Zabala | Athletic Club

Julien Mordacq | LOSC Lille

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

Alen Rivetti | NK Rijeka

Rasmus Ankersen | FC Midtjylland

Tomasz Zahorski | Legia Warszawa SA

Zurab Tsintsadze | FC Dinamo Tbilisi

Kushtrim Halili | KF Shkëndija Tetovo

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RSC Anderlecht

Nasser Al-Khelaifi
Paris Saint-Germain

Evgeny Giner
PFC CSKA Moskva

Josep Maria Bartomeu
FC Barcelona

Ed Woodward
Manchester United

Domingos Soares de Oliveira
SL Benfica

Jean-Michel Aulas
Olympique Lyonnais

Jan-Christian Dreesen
FC Bayern München

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Arsenal FC

Thomas Tress
Borussia Dortmund

Alexei Kirichek
FC Lokomotiv Moskva

Carlos Ocaña Orbis
Real Madrid CF

Alessandro Antonello
FC Internazionale Milano

Jeroen Slop
AFC Ajax

Inmaculada Ibanez
Valencia CF

Emmanuelle Sarrabay
Olympique Lyonnais

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Sevilla FC

Alexandre Mialhe
Olympique de Marseille

Alexander Tsomaya
FC Spartak Moskva

Alvaro Garcia Alaman de la Calle
Real Madrid CF

Elodie Crocq
Stade Rennais FC

Hugo Silva Nunes
FC Porto

Bruce Buck
Chelsea FC

Wouter van Zetten
AZ Alkmaar

Joris van Benthem
Feyenoord Rotterdam

Jan Räker
VfB Stuttgart

Jakub Laskowski
Legia Warszawa SA

Achilleas Mavromatis
PAOK FC

Pavel Pivovarov
FC Zenit St. Petersburg

Assen Hinov
PFC Ludogorets Razgrad

Evangelia Souloukou
Olympiacos FC

Vitus Derungs
Grasshopper-Club Zürich

Svenja Geissmar
Arsenal FC

Michael Nicholson
Celtic FC

Michael Gerlinger
FC Bayern München

Simon Cliff
Manchester City FC

Wouter Lambrecht
FC Barcelona

Tarek Brauer
SV Werder Bremen

Patrick Stewart
Manchester United FC

Phil Radley
FC Nordsjælland

Sandro Mencucci
ACF Fiorentina

Cesare Gabasio
Juventus

Oxana Maryeta
FK Kairat

Jesús Arroyo Sánchez
Sevilla FC

MEMBERSHIP

SOCIAL DIALOGUE COMMITTEE

Victoriano Melero
Paris Saint-Germain FC

Aki Riihilahti
HJK Helsinki

Géza Róka
Debreceni VSC

Robin Steden
Borussia Dortmund

Daniel Golda
Wisla Kraków SA

STATUTORY AFFAIRS PANEL

Ivan Gazidis
AC Milan

José María Cruz
Sevilla FC

Michael Gerlinger
FC Bayern München

Bernhard Heusler

WOMEN'S FOOTBALL COMMITTEE

Jean-Michel Aulas | Chairman
Olympique Lyonnais

Balázs Dörnyei
Ferencvárosi TC

Claude Deville-Cavellin
Paris FC

Linda Wijkström | Vice-Chairwoman
Elitfotboll Dam

Joonas Sarelius
HJK Helsinki

Jette Andersen
Fortuna Hjørring

Christina Sass
VfL Wolfsburg

Azra Numanović
SFK 2000 Sarajevo

Espen Lindmark
Stabæk IF

Marino Faccioli
Olympique Lyonnais

Peter Pekara
MŠK Žilina

Agnieszka Skucińska
KKPK Medyk Konin

Clare Wheatley
Arsenal FC

Sarah Brigitta Praun
Nömme Kalju FC

Einar Páll Tamimi
UMF Stjarnan

Lola Romero
Club Atlético de Madrid

John Borg
Birkirkara FC

Bruno Cheyrou
Paris Saint-Germain FC

Tatiana Chernaya
PFC CSKA Moskva

Dritan Gjyrezi
KF Vllaznia Sh.a.

Andrew Conn
Linfield FC

Sandro Mencucci
ACF Fiorentina

Bianca Rech
FC Bayern München

Sofia Oliva Teles
Sporting Clube de Braga

Christian Barrett
Brøndby IF

David Villechaise
Montpellier Hérault Sport Club

Henrik Berggren
Djurgårdens IF

Martina Pavlova
AC Sparta Praha

Gavin Makel
Manchester City FC

Bruno Hütter
SK Sturm Graz

Juan Luis Fuentes
Athletic Club

Adrian Filby
Celtic FC

Stefano Braghin
Juventus

Tatjana Haenni
FC Zürich

Mirka Fousková
SK Slavia Praha

Daphne Koster
AFC Ajax

Adrian Jacob
Chelsea FC

George Papageorgiou
Apollon Ladies FC

Stephan Schmidt
1. FFC Turbine Potsdam





INSIDE ECA

PLACING CLUBS AT THE HEART OF FOOTBALL

ECA launches new visual identity

On 20 March 2019, ECA announced the launch of its new visual identity. Since its foundation in 2008, ECA has proudly developed its role as the “voice of the clubs”, creating significant success and value for all members. Having entered its second decade, the time was right for ECA to refresh its image and the perception it delivers to all stakeholders, reaffirming its ambition for European club football by presenting an identity and positioning at the “Heart of Football”.



“ECA AS AN ORGANISATION HAS DEVELOPED STRONGLY SINCE ITS ESTABLISHMENT BACK IN 2008. WE HAVE EVOLVED FROM A POSITION OF SAFEGUARDING THE INTERESTS OF CLUBS TO ONE WHICH SEES US STRENGTHENING AND SHAPING THE FUTURE OF THE FOOTBALL INDUSTRY AS A WHOLE. THIS EVOLUTION CALLS FOR US TO DEVELOP OUR BRAND AND TO ALIGN IT WITH OUR STATUS WITHIN THE GAME IN 2019 AND BEYOND. I BELIEVE THIS NEW VISUAL IDENTITY ACHIEVES THIS BY PROJECTING A SENSE OF CONFIDENCE, AMBITION, DYNAMISM, INCLUSIVENESS AND UNITY IN A MANNER WHICH RESPECTS ECA’S TRADITION AND HERITAGE, PLACING CLUBS AT THE HEART OF FOOTBALL.”

Andrea Agnelli, ECA Chairman

BRINGING CLUBS TOGETHER

Two General Assemblies and a Special General Assembly held

The General Assembly is ECA's supreme body, and is held twice per year, with all members invited to attend. This year, in addition to the two Ordinary General Assemblies, a Special General Assembly was held in Malta. The focus of this gathering was for members to discuss, share and exchange views on the future of UEFA Club Competitions post 2024.

SPLIT, CROATIA

10-11 September 2018





AMSTERDAM, NETHERLANDS

25-26 March 2019



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ST. JULIAN'S, MALTA

6-7 June 2019

WORKING GROUP REPORTS

COMPETITIONS WORKING GROUP

The key agenda item in the Competitions Working Group throughout this season was the finalisation of the UEFA Europa League (UEL) format for the 2021-24 cycle. The Working Group members discussed several aspects from the new UEL format, going from the overall access list options (in particular on the discussion of UEL with 64 teams versus 2 tiers of 32 teams each) to the position of the domestic cup winners, the individual coefficient, the priorities to be set in the qualification phase and the access to the UEL 1 group stage.

In addition, the Working Group members discussed the key agenda points addressed in the meetings of the UEFA Club Competitions Committee and FIFA Football Stakeholders Committee. Topics brought up in this context included UEFA Champions League (UCL)/UEL competition regulations, the use of VAR and the FIFA Club World Cup.

Finally, some interesting discussions took place amongst the Working Group members on the UCL/UEL ticket prices for away fans, international calendar and safe standing.

Emilio Butragueño | Chairman, Competitions Working Group

FINANCE WORKING GROUP

Back in the 2017/18 season, an extensive and collaborative consultation process was conducted between UEFA and the ECA Financial Fair Play Panel with important amendments made to the UEFA Club Licensing and Financial Fair Play (CL & FFP) Regulations. The aim of this was to increase transparency on the side of UEFA and clubs, improve harmonisation of accounting reporting principles, and introduce a series of new indicators that address the time-gap in the monitoring process of the clubs.

In the meantime, the revised version of UEFA's CL & FFP Regulations came into force in the 2018/19 season and the main work of the Finance Working Group this season centred on continuing to monitor the impact of the regulations on football clubs and the sector as a whole. In this respect, it is worth mentioning that, from the latest figures as published by UEFA in its Benchmarking Report concerning the Financial Year 2017, the total revenue generated by the European top division clubs broke the €20B barrier. European football saw the largest revenue growth in one single year (+€1.6B) and that, for the first time, European top division club football was profitable, witnessed by reported profits of €0.6B (after players' transfers). It is envisaged that, over the next seasons, the Working Group and FFP Panel will continue to work closely with UEFA to further develop the CL & FFP framework for the benefit of a sustainable football industry.

Michael Verschueren | Chairman, Finance Working Group

INSTITUTIONAL RELATIONS WORKING GROUP

Over the last twelve months, the Institutional Relations Working Group focused its attention on a number of key issues which led to some important decisions for ECA. The Working Group developed a strategy aimed at enhancing diversity within ECA which was approved by the Executive Board in October. One important element of the strategy is the creation of a Diversity Observer position within the Board. This position will be filled for the first time in September 2019 at the start of the new cycle and will see the new appointment developing the ECA diversity policy. The initial focus will be around gender but, over time, the idea is to cover all forms of diversity with the aim of ensuring that ECA proactively looks to diversify its make-up and in the longer term that of club football as a whole. The Working Group also developed a proposal aimed at enhancing ECA's overall approach vis-à-vis ethical standards.

The proposal, which was endorsed by the Executive Board in January, sets out a set of rules codified within ECA's Statutes and Organisational Regulations outlining ethical standards to which ECA members and individuals representing clubs will be subject to. It also outlines procedures to be followed in examining possible violations along with possible sanctions for breaches. The proposals provide greater clarity than previously existed in such cases. In addition, the Working Group, upon the request of the Executive Board, examined the manner in which membership of ECA is determined. Having looked into the matter, a proposal was made to base the status of ECA membership on the coefficient calculation of the previous four years rather than the existing rules which covered five years. It was felt that the approach would allow for a more accurate determination of a clubs' rankings at the start of an ECA cycle.

The Working Group also covered other areas of interest, including around EU developments, relations with fan organisations and governance matters at national level.

Ivan Gazidis | Chairman, Institutional Relations Working Group

MARKETING & COMMUNICATIONS WORKING GROUP

The Marketing & Communications Working Group met twice over the past 12 months at the ECA General Assemblies in Split and Amsterdam. The aim of the Working Group was to share best practices among members, discuss industry relevant topics and examine potential opportunities for ECA and its members. Two key items on the agenda were the changing media market landscape and its new ways of distributing content such as through OTT platforms and the rapidly growing eSports industry.

Among many members, FC Barcelona shared detailed insights about the launch of their own OTT platform and how to better reach their fan base. The discussions around the changing media market, club content and clubs' rights led to various inputs to the UCC SA. The Working Group also tackled eSports, a billion-dollar industry that many ECA members have entered. Various member clubs established their own eSports teams to create new business opportunities and to reach a younger fan base. The Working Group examined different business models of established eSports teams such as PSG, AFC Ajax or FC København and further discussed initiatives that ECA could pursue to support its members in eSports. One of the main initiatives welcomed by the Working Group was to internally study the feasibility of an ECA eSports tournament on the Electronic Arts title FIFA 20 (FIFA Ultimate Tournament, FUT). Based on this recommendation, ECA is currently assessing the best way, how such a tournament could be implemented and could create value to its membership.

Aurelio De Laurentiis | Chairman, Marketing & Communications Working Group

YOUTH WORKING GROUP

2017 was an important year for the ECA Youth Working Group when we released the 12 Professional Youth Academy Quality Areas. During the past season, 2018/19, we were able to update the study by adding practical cases of some of our club members and we already look forward to our bi-annual conference on Youth Football, set to take place later this year in Autumn.

Beyond a mapping of youth development across Europe, the idea would be to develop a brand new framework for looking at elite youth development based on the minimum standards for academies, and thereby moving ahead from the current infrastructure-based approach that is prevalent today.

Youth football development is in essence to build a long-term vision, and in the past year, we have had many constructive discussions. First at the ECA General Assembly in Split in September, but on a personal level, I was very proud to host and chair the Working Group meeting at our Academy “the Toekomst” at the ECA General Assembly in Amsterdam in March, especially on top of the great season we had in European competitions with a team of mainly home grown players.

At governance level, we see a very positive development with the inclusion of additional educational requirements on anti-racism, as well as additional obligations to have more qualification requirements for youth coaches in the UEFA regulations. We have also witnessed the continuous success of the UEFA Youth League, which has developed into a great tournament originating from this Working Group and we encourage everyone involved to keep on working in the current spirit to further improve the competition.

Finally, I would also like to make a special mention that after being part of the Working Group for ten years, Bodo Menze stepped down as a member at the end of this cycle. On behalf of the Working Group, I would like to thank him for his great work, dedication and continuous commitment over the last decade. Thanks Bodo!

Edwin van der Sar | Chairman, Youth Working Group

WOMEN'S FOOTBALL COMMITTEE REPORT

Women's club football keeps growing and developing at an impressive pace. In the last season, we have seen an increased interest at all levels; more clubs are investing in the women's game, attendance records at women's football matches have been repeatedly broken and the season culminated with the highly anticipated 2019 FIFA Women's World Cup in France.

A number of important decisions have been taken in the past year, and the ECA Women's Football Committee (WFC), with its Bureau, has played an instrumental role in making sure that any decision related to women's football is in line with the interest of clubs. At the FIFA Council in Kigali in November 2018, the new four-year FIFA International Women's Match Calendar was approved, with a reduction of international windows from seven to six. The FIFA Council also approved the first ever Club Benefits Programme for the FIFA Women's World Cup, which is a major achievement, making sure that the important contribution from clubs in making the tournament a success is acknowledged and rewarded.

The FIFA Club Benefits Programme was presented to the WFC members at its meeting in May 2019 by the FIFA Chief Women's Football Officer, Sarai Bareman. The WFC meeting covered a number of important topics, such as the UEFA Women's Football Strategy, the UEFA Women's Champions League (UWCL) review process and a presentation of the ECA Women's Football Analysis. 33 club representatives from across Europe attended the meeting held in Budapest, at the occasion of the first ever standalone UWCL Final at a sold out Ferencváros Arena.

Looking ahead, the WFC will continue maintaining a fruitful collaboration with all stakeholders involved in women's football. The current focus will be to continue working on the UWCL competition review in close collaboration with UEFA and to take an active role in the newly created FIFA Professional Women's Football Task Force to continue the positive development of the women's game.

Jean-Michel Aulas | Chairman, Women's Football Committee



COLLECTING INTELLIGENCE

ECA gathers knowledge on its members through Club Intelligence Survey

Between December 2018 and March 2019, ECA carried out a Club Intelligence Survey in order to better understand its membership and to better help them meet their objectives in European football.

The survey covered a wide range of areas such as club strategy, ownership model, economic drivers or more operational items such as youth football and eSports. More than 100 clubs responded to the survey questions on their business models and the way they operate. As part of the process, focus groups with club representatives from each of the four ECA subdivisions met in Geneva, Budapest, Vienna and Belgrade to review the analysis and elaborate on club expectations in shaping the future of football.

Most ECA members are building strategies focused on sport performance, youth academy development and commercial interest. Overall, the competition environment is fundamental. One of the key learnings of the online survey, also reflected in the focus group meetings, was that ECA members expect more knowledge-based insight and they see it as one of the key benefits and strengths of ECA.

ECA plans to continue gathering knowledge on its members with the next iteration due to take place later in the calendar year.

CLUBS IN 1ST SUBDIVISION

CARE MOSTLY ABOUT

- Increasing competitiveness
- Growing the brand globally
- Enhancing digital transformation
- Rationalising and improving player trading
- Developing infrastructure

CLUBS IN 2ND SUBDIVISION

CARE MOSTLY ABOUT

- Incentivising and protecting youth development
- Securing proportionate financial allocations
- Strengthening links between the club and its surrounding community
- Stimulating development of facilities
- Increasing brand value

CLUBS IN 3RD SUBDIVISION

CARE MOSTLY ABOUT

- Stabilising the economy and responsibility of clubs
- Playing more games against European opponents
- Professionalising the club administration
- Trying to plan for the long-term instead of the short-term
- Strengthening club collaboration and exchange

CLUBS IN 4TH SUBDIVISION

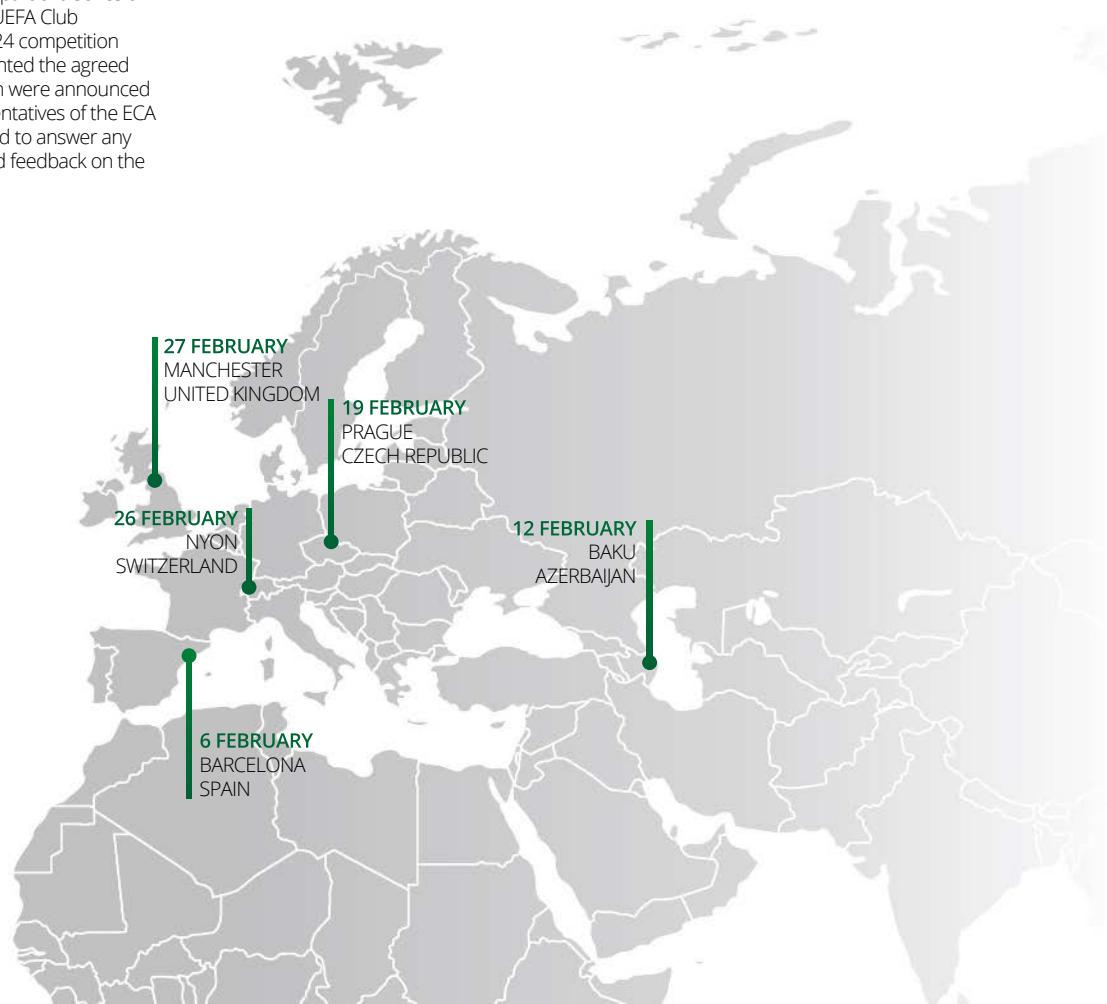
CARE MOSTLY ABOUT

- Incentivising and protecting youth development
- Professionalising the club administration
- Playing more games against European opponents
- Increasing the income from European competitions
- Growing the club network

COMMUNICATING WITH MEMBERS

Platform for Executive Consultation (PEC) Meetings held throughout Europe

Clubs from across the continent met over the course of February 2019 as part of a series of PEC Meetings, focusing on UEFA Club Competitions for the 2021-24 competition cycle. Members were presented the agreed format and access list, which were announced in December 2018. Representatives of the ECA Administration were on hand to answer any queries and provide detailed feedback on the decisions reached.



ENHANCING REPRESENTATION AND MEMBERSHIP



26

MARCH 2019

At the 22nd General Assembly
in Amsterdam, members voted:

- To promote diversity and inclusion in football as a statutory objective of ECA
- For the appointment of a female Diversity Representative as an observer to the Executive Board (the representative will be appointed during the new ECA Cycle, starting on 1 July 2019)
- To strengthen Ethical Standards within ECA, which will see the introduction of new internal disciplinary measures and procedures and clarification on the notion of Conflict of Interest



7

JUNE 2019

At the Special General Assembly
in Malta, members voted:

- To expand the ECA Executive Board from 15 to 24 full members with increased representation across all four subdivisions, in order to ensure the organisation continues to properly represent clubs of all sizes across its membership in an efficient and effective manner

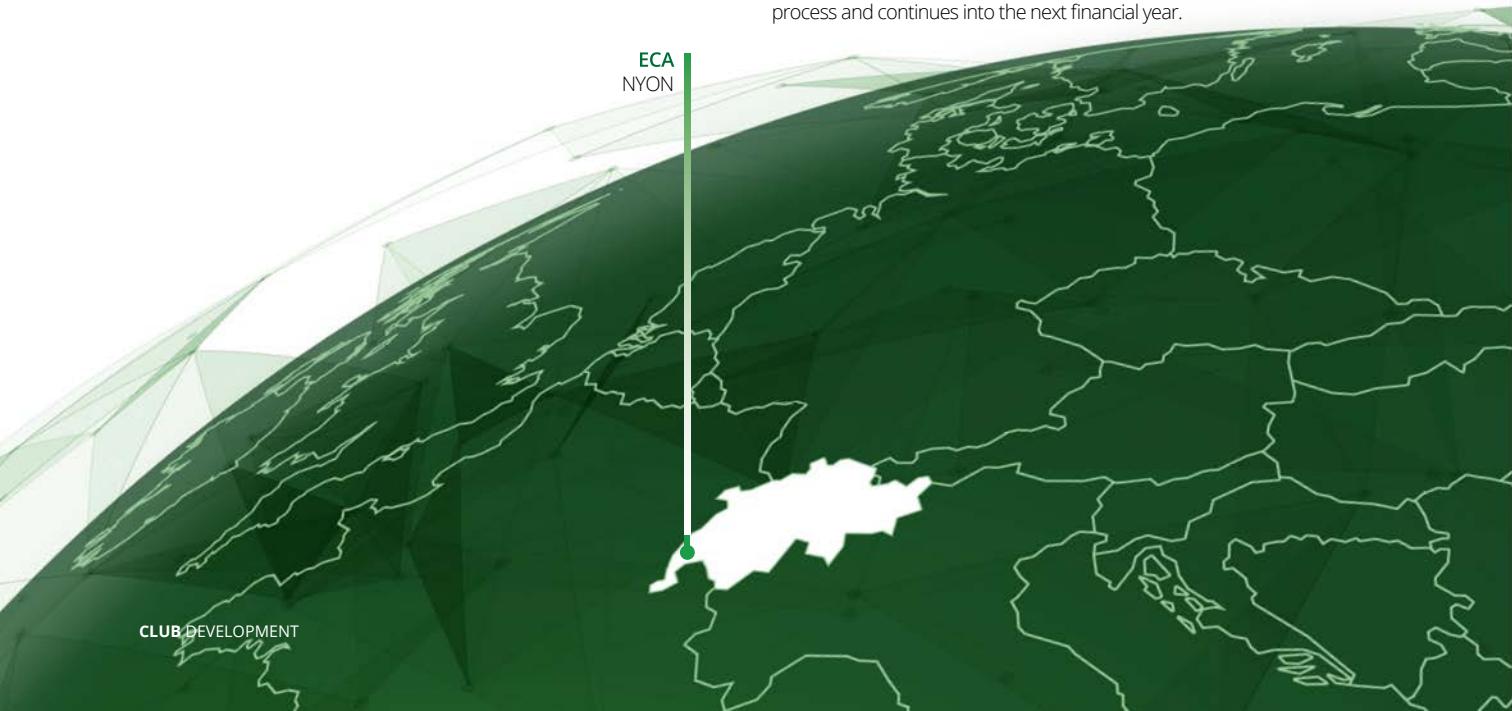
STRENGTHENING THE ADMINISTRATION

The ECA Executive Board took a decision to revamp and strengthen the Administration, signalling a new phase of organisational development for ECA.

As part of the development, ECA appointed Charlie Marshall as Managing Director, who started formally in his new role in November 2018. This appointment came after an extensive global market search in which Charlie stood out for his forward thinking approach to developing ECA as an enabler of growth for its 232 member clubs and as an increasingly key stakeholder on the international football landscape. In his role as Managing Director, Charlie manages the daily operations of ECA and together with the leadership team works hand in hand with ECA's members and stakeholders on a wide range of strategic, commercial and political matters. Greta Bodino, Senior Consultant Human Resources, and Hugo Hamon, Head of Finance, also joined the team in the 2018/19 season.

The organisational development of the Administration is an ongoing process and continues into the next financial year.

ECA
NYON





Michele Centenaro
General Secretary



Charlie Marshall
Managing Director



David Frommer
Director Communications
& Public Affairs



José Luis Andrade
General Counsel



Diederik Dewaele
Director Sports
& Operations



Daan de Jong
Head of Sports Legal



Olivier Jarosz
Head of Club Affairs



Greta Bodino
Senior Consultant
Human Resources



Hugo Hamon
Head of Finance



Amandine Sauty
Event Manager



Alessandra Sulpizio
Event Manager



Mike-David Burkhard
Manager Executive Office



Siri Wallenius
Project Manager
Club Affairs



Ida Dahl
Project Officer
Business Development



Alun Vaughan
Communications Officer



Nathalie Durnat
PA to the General Secretary



Andrea Matasova
Intern Club Affairs





STAKEHOLDER RELATIONS



Message from the UEFA President

I am delighted to have this opportunity to address you here once again and look back on another successful campaign on and off the pitch for both our organisations.

This season's UEFA Champions League was one of the most enthralling in recent memory. Marked by magical comebacks, spectacular performances and unrepeatable moments of drama, UEFA's flagship club event came to an emotional end at the Metropolitano stadium in Madrid, as Liverpool FC outlasted Tottenham Hotspur FC to claim their sixth title in the competition.

The UEFA Europa League was also high on emotion, culminating in its first-ever city derby final that saw Chelsea FC overcome Arsenal FC at the Olympic Stadium in Baku. The fifth UEFA Youth League then saw FC Porto lift the trophy after an exciting encounter against twice-winner Chelsea FC, while Olympique Lyonnais won its sixth overall and fourth straight title in the Women's Champions League against FC Barcelona in Budapest. Congratulations to the winners, runners-up and all other clubs that brilliantly participated in European club competitions this season and made them such a tremendous success.

VAR made its debut in UEFA club competitions this past season from the knock-out stages of the UEFA Champions League and in the UEFA Europa League final. We are confident that this innovation will be beneficial for our competitions, providing valuable assistance to match officials and reducing incorrect decisions. The use of VAR in our competitions shall however never disrupt the flow of the game, as its implementation takes place in strict adherence to its original spirit.

Meanwhile, off the pitch, there were some additional highlights I would like to mention.

First, we gave the green light to the introduction in 2021 of a third major European club competition that sits under the UEFA Champions League and the UEFA Europa League. It is backed by widespread demand from all clubs to increase their chances of regularly taking part in more competitive matches at European level. This competition is once again the result of a strong collaborative effort by UEFA and the ECA.

But our journey to evolve the European football landscape is not over. Discussions, as you know, are already under way on the future of our competitions after 2024, against a background of acknowledged trends and with the interests of all clubs in mind. We know we can count on the ECA's constructive cooperation in these endeavours, with a view to making a fair, balanced and therefore positive contribution to the development of club football in Europe.

The 2018/19 season also marked a historic milestone in the cooperation between our two organisations. In November, your chairman Andrea Agnelli and I were in Brussels to present a UEFA-ECA letter of intent to EU commissioner for sport Tibor Navracsics. It was a historic moment that emphasised our joint commitment to ensuring the healthy development of European football going forward and taking our cooperation to the next level, in a spirit of genuine, sustainable partnership. We were pleased that the EU commissioner supported our shared desire to address the major issues that football is facing in the immediate future.

The letter of intent laid the foundation for the renewal in February of our memorandum of understanding, offering our successful relationship not only stability until 2024 but also more involvement of clubs in the UEFA committees and a higher contribution from national team football after EURO 2024.



I am proud of all these achievements, which would not have been possible without the relentless efforts of the individuals you have chosen to guide the ECA. I would therefore like to express my gratitude to your chairman, Andrea Agnelli, vice-chairman, the members of your executive board and the ECA administration, led by general secretary Michele Centenaro.

Looking ahead, there remain some major issues to address, such as improving the post-2024 international match calendar, bolstering our efforts to make women's club football more competitive, and preserving our competitions against the threats of doping, violence and match-fixing, to name but a few. All these challenges will require continued trust, courage and unity.

In the light of all this, our relationship can only continue to blossom in 2019/20.

Aleksander Čeferin
UEFA President

Representation on UEFA Bodies

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, as well as two members elected by ECA and one member elected by European Leagues.

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 to 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/opportunities for its consideration before being referred up 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.

UEFA EXCO**ANDREA AGNELLI**
JUVENTUS**NASSER AL-KHELAIFI**
PARIS SAINT-GERMAIN FC**UEFA PFSC****JOSEP MARIA BARTOMEU**
FC BARCELONA**ED WOODWARD**
MANCHESTER UNITED FC**NASSER AL-KHELAIFI**
PARIS SAINT-GERMAIN FC**PETER LAWWELL**
CELTIC FC**MICHELE CENTENARO**
ECA**UEFA CCC****MICHAEL GERLINGER**
FC BAYERN MÜNCHEN**PEDRO LÓPEZ JIMÉNEZ**
REAL MADRID CF**JOSEP MARIA BARTOMEU**
FC BARCELONA**STEVEN ZHANG**
FC INTERNAZIONALE MILANO**UMBERTO GANDINI****ED WOODWARD**
MANCHESTER UNITED FC**VADIM VASILYEV****MICHAEL VERSCHUEREN**
RSC ANDERLECHT**PETER FOSSEN**
PSV EINDHOVEN**PETER LAWWELL**
CELTIC FC**DARIUSZ MIODUSKI**
LEGIA WARSZAWA SA**AKI RIIHILAHTI**
HJK HELSINKI**NIKOLA PRENTIĆ**
FK BUDUĆNOST PODGORICA**UCC SA****BOARD OF ADMINISTRATION****PEDRO LÓPEZ JIMÉNEZ**
REAL MADRID CF**DARIUSZ MIODUSKI**
LEGIA WARSZAWA SA**MICHAEL VERSCHUEREN**
RSC ANDERLECHT**ED WOODWARD**
MANCHESTER UNITED FC**MICHELE CENTENARO**
ECA**MANAGING DIRECTORS****STEFANO BERTOLA**
JUVENTUS**MICHAEL GERLINGER**
FC BAYERN MÜNCHEN**RAUL SANLLEHÍ**
ARSENAL FC**OBSERVER TO THE BOARDS****CHARLIE MARSHALL**
ECA**UEFA WFC****LINDA WIJKSTRÖM**
ELITFOTBOLL DAM**CHRISTINA SASS**
VFL WOLFSBURG**OLIVER JAROSZ**
ECA



UEFA & ECA

MEMORANDUM OF UNDERSTANDING

Rome, 6 February 2019



Shaping the future of club football together

UEFA and ECA sign renewed Memorandum of Understanding until 2024

On 6 February 2019, UEFA President Aleksander Čeferin and ECA Chairman Andrea Agnelli, in Rome, signed a renewed Memorandum of Understanding (MoU) which will run until 2024.

Building on the close cooperation over the last 11 years, the MoU outlines the strong willingness of UEFA and ECA to continue to work together with mutual trust and clarity of objectives to ensure the well-being and stability of European football.

The renewed agreement reinforces the commitment of UEFA and ECA to protect the integrity of the game and to preserve it from scourges such as violence, match-fixing and doping. The long-term viability of the game is addressed by the common willingness to further develop and evolve Financial Fair Play but also to improve the International Match Calendar post 2024, with a view to ensuring enhanced harmonisation and separation between club and national team competitions and especially an overall release of pressure, allowing for proper rest and training periods for players.

Good governance is also a focus at both national association and club level. UEFA's commitment in this respect is confirmed by having club representatives appointed to a number of additional relevant UEFA committees, thereby furthering clubs' participation in UEFA's decision-making structures.

Since the agreement has been extended until after UEFA EURO 2024, the financial reward recognising the contribution of clubs to the success of UEFA national team competitions has been updated to fully include the EURO 2024 competition cycle.



“I BELIEVE THAT THIS AGREEMENT IS AN IMPORTANT MOMENT IN THE HISTORY OF EUROPEAN FOOTBALL.”

Andrea Agnelli, ECA Chairman

Increasing participation in competitions

Decision reached by the UEFA Executive Committee on the future of UEFA Club Competitions 2021-24

At its meeting on 2 December 2018, the UEFA Executive Committee unanimously agreed to revamp its club competitions as from the 2021/22 season. Following demands by ECA members to increase the overall number of clubs participating in UEFA's Club Competitions, the decision was made to develop a third competition made up of 32 teams. This will bring the overall number of participants in UEFA Club Competitions (UEFA Champions League, UEFA Europa League, new Competition) to 96 with 32 participating teams per competition. A key factor in reaching this decision was the need to enhance the overall value of the competitions.

This agreement came following a year of constructive cooperation between ECA and UEFA via a dedicated Working Group. The Working Group comprised eight ECA members representing the full range of its membership.

Electing a new representative

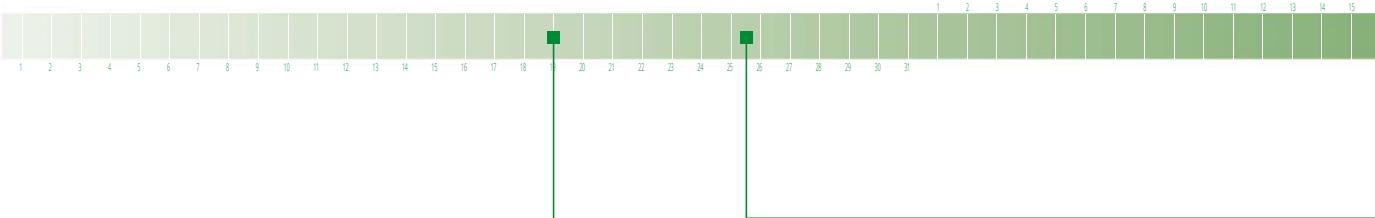
On 30 January 2019, the ECA Executive Board elected Nasser Al-Khelaifi as representative in the UEFA Executive Committee

The UEFA Executive Committee is UEFA's supreme executive body, which comprises the UEFA President and 16 other members elected by a UEFA Congress, plus two elected by ECA and one by European Leagues. Nasser Al-Khelaifi took the second ECA seat on the committee alongside ECA Chairman Andrea Agnelli, replacing Ivan Gazidis. The decision was ratified by the UEFA Congress at its meeting on 7 February 2019 in Rome.

“I AM DEEPLY HONOURED TO HAVE BEEN ELECTED BY MY FELLOW ECA EXECUTIVE BOARD MEMBERS TO JOIN THE UEFA EXECUTIVE COMMITTEE. I LOOK FORWARD TO WORKING ALONGSIDE MEMBERS OF THE UEFA EXECUTIVE COMMITTEE TO ENHANCE AND DEVELOP EUROPEAN FOOTBALL, WHILST ENSURING THAT THE INTERESTS OF ALL THE CLUBS ARE REPRESENTED IN THE DECISION MAKING PROCESS.”

Nasser Al-Khelaifi





Looking ahead to the future of competitions

Consultation on the future of UEFA Club Competitions begins

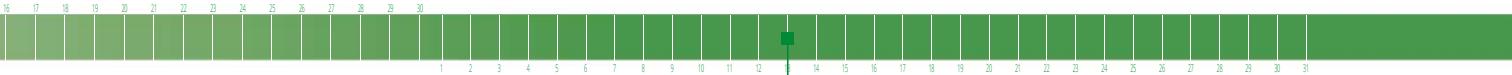
The 2018/19 season saw UEFA launch the consultation process with stakeholders on the future of UEFA Club Competitions (UCCs) post 2024. As ECA Members are the clubs that regularly compete in UCCs, it is essential that they play a crucial role in shaping any reform that may emerge.

19 MARCH

The ECA Executive Board and the UEFA Executive Committee met at the UEFA headquarters to engage in an informal brainstorming session to allow for an initial sharing of ideas and exchange of views around UCCs post 2024.

This was the first of a series of meetings amongst stakeholders, in order to allow for a detailed and proper consultation with the aim of drawing up concrete proposals that can be properly considered and analysed prior to any decisions being reached.





25-26 MARCH

At the 22nd ECA General Assembly in Amsterdam, the ECA Chairman Andrea Agnelli provided details to members on the meeting between the ECA Executive Board and the UEFA Executive Committee held on 19 March.

ECA Chairman Andrea Agnelli informed members that



“We have now launched the process to develop a vision for the future of UEFA Club Competitions post 2024. This is the start of a journey that will see further and deep engagement with all professional game stakeholders, prior to reaching any formal decisions.”

13 MAY

The ECA Executive Board met for a workshop in Geneva to articulate a set of principles that it sees as fundamental to the vision for the future of European football and to further develop a transparent and collaborative internal consultation process going forward.

The principles developed were based on feedback received from ECA members in the Club Intelligence Survey, conducted earlier in the year:

- More European matches with higher quality and a more competitive environment at all levels
- Continuity with inclusiveness and the opportunity to grow from within a European system over time
- Links between how clubs perform in domestic leagues and how they perform in European competitions
- A European system based on sporting meritocracy, not historical privilege
- The dream to be kept alive to succeed at the highest levels
- The ongoing development of professional European football to create financial stability for a broader and deeper base

6-7 JUNE

A Special General Assembly was held in Malta to kick off an internal consultation process with ECA members on the future of UCCs.



During the meeting, members attended a series of workshops to address and debate a number of important matters including:

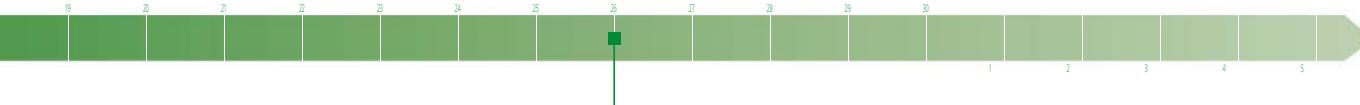
- The current context defining European football and why reform should be considered
- The principles guiding thinking around reform
- The key features of the initial concept and vision that has been presented
- The consultation timeline relating to the reform process

In his address to ECA members, ECA Chairman Andrea Agnelli stated that

“ECA’s fundamental belief is that clubs in all European countries that are good enough to develop and play regularly in European competitions should have the chance to do so.

Every club of this kind – from big, medium or small leagues – should have access to a system where performance on the pitch





26 JUNE

The first in a series of ECA Member Forums was held at the ECA offices in Nyon, Switzerland. Open to all members, the forums, which will take place throughout the summer were designed to provide a platform for discussion, as well as to offer more insight on the possible impact of any reform.

Feedback from the forums will be reviewed by the ECA Competitions Working Group and the ECA Executive Board. The results of these findings are scheduled to be presented to members at the next General Assembly in Geneva on 9-10 September 2019.

in Europe outweighs the relative financial strength of their domestic league.

The current system does not deliver this; it entrenches the existing financial and competitive inequality between clubs from the wealthiest leagues and the rest, and so denying clubs from these other leagues the financial stability they need to develop on and off the pitch. This is why we are advocating for reform. As the body representing clubs participating in UEFA's Club Competitions it is crucial for ECA to

The initial months of the consultation process have focused on collecting member input on the shared vision and principles between ECA and UEFA. The following months of the calendar year will provide further opportunities for internal consultation with members in order to develop a more concrete ECA vision on the future of UCCs.

be at the heart of the debate in shaping their future. I am therefore very happy that our members have used these two days to engage in an open and constructive debate as we begin to define an ECA-wide position.

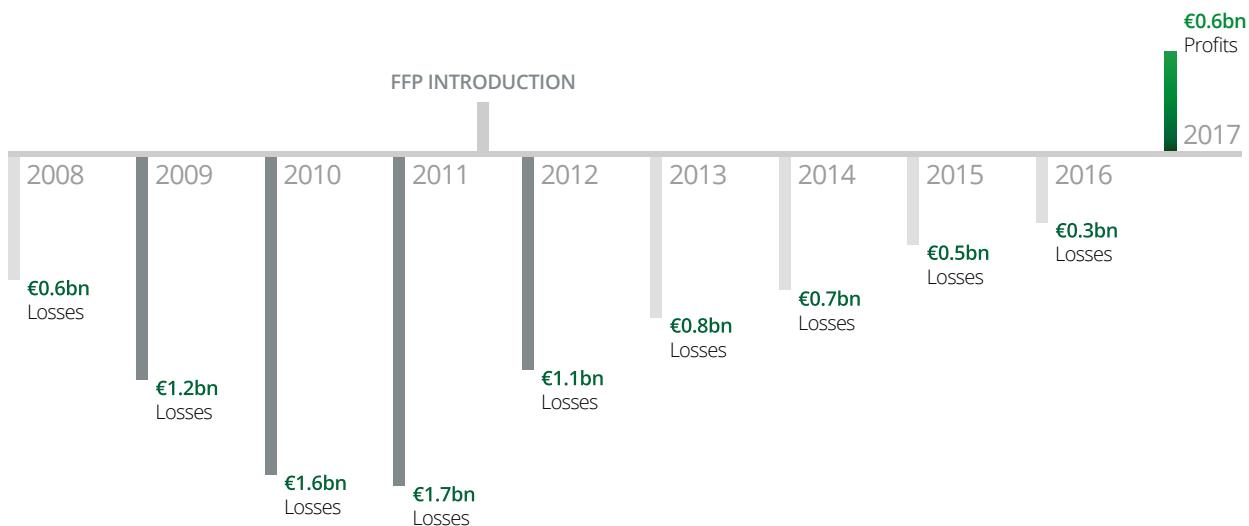
Together with my fellow Board members, I will now consider the views and feedback we have received from members before we move on to the next stages of consultation which will see clubs invited to attend open forums throughout the summer.”

Improving the financial wellbeing of clubs across Europe

UEFA study details the positive influence of FFP on European club football

Figures released in the UEFA Benchmarking Report in September 2018 show that European clubs are making €600 million combined profits compared to the €1,700 million combined losses in 2011, when Financial Fair Play was first introduced.

Since its official endorsement of the initiative in 2010, ECA has been committed to the Financial Fair Play project and has been instrumental in creating the regulations and overall framework. ECA, via the Finance Working Group and the Financial Fair Play Panel, work collaboratively with UEFA to develop the UEFA Club Licensing and Financial Fair Play Regulations to ensure the financial sustainability of European football clubs.



UEFA Club Competitions SA Report

The UEFA Club Competitions 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 objective is to optimise the management and exploitation of UEFA Club Competition media and commercial rights. It does this by making recommendations to the UEFA Club Competitions Committee on strategic business matters, for consideration and referral to the UEFA Executive Committee.

2018/19 was the start of a new three-year commercial cycle for the competitions. The season began with a debrief of the results achieved in media rights and sponsorship activities, totalling a combined €3.2bn per annum and representing revenue growth of 34% on the previous cycle. This work included a full examination of the underlying market trends signalling future opportunities and challenges as we look towards the next cycle in 2021/24.

The outlook now includes the new 32-team third competition, approved in December 2018, and a reshaped 32-team Europa League, readying an all new three-tier UEFA Club Competitions portfolio, with more participating clubs and more chances for European interest and success amongst ECA members.

Objectives are in place to align UEFA and the clubs on key strategic priorities for 2021-24, including ensuring fan primacy, optimising competition positioning and branding, prioritising reach over revenue for long term growth in developing markets and evolving rights packaging and sales processes to take account of changing media market dynamics in more mature markets.

Detailed preparatory work is now underway in the run up to the 2021-24 commercial cycle, the sales process for which is due to begin towards the end of 2019. The name of the third competition is soon set to be finalised and the overall media and sponsorship strategy for all competitions to be signed off.

As we look towards the year ahead, UCC SA will continue to play a key role in stewarding the commercial execution of the competitions, with a number of strategic themes to develop further, including how new forms of technology and distribution are disrupting the sports market. We are increasingly entering the age of the digital fan, bringing a host of opportunities and challenges for the development and commercialisation of the club competitions. Drawing on the experience and expertise of ECA members and UEFA, UCC SA can expect to remain at the heart of navigating this brave new world and ensuring that the UEFA Club Competitions portfolio remains at the very peak of world sport.

Charlie Marshall | Managing Director, ECA



FIFA

Representation on FIFA Bodies

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, as well as on 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 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 a varying composition of members.

FIFA Football Stakeholders Committee

PEDRO LÓPEZ JIMÉNEZ	REAL MADRID CF
IVAN GAZIDIS	AC MILAN
EDWIN VAN DER SAR	AFC AJAX
UMBERTO GANDINI	
MICHELE CENTENARO	ECA

FIFA Players' Status Committee

JOSÉ MARIA CRUZ	SEVILLA FC
VITUS DERUNGS	GRASSHOPPER-CLUB ZÜRICH
JOSÉ LUIS ANDRADE	ECA

FIFA Dispute Resolution Chamber

PAVEL PIVOVAROV	FC ZENIT ST. PETERSBURG
WOUTER LAMBRECHT	FC BARCELONA
DAAN DE JONG	ECA

Benefitting clubs worldwide

416 clubs receive share of 2018 FIFA World Cup Benefits

On 4 December 2018, FIFA announced that 416 clubs affiliated to 63 different National Associations from around the globe will receive a share of the benefits from the 2018 FIFA World Cup in Russia. As part of an agreement between ECA and FIFA, FIFA allocates an amount from the benefits of the FIFA World Cup to clubs in order to recognise the important part they play in the success of the tournament. The agreed provisions set aside for the event in Russia are \$209m, a significant increase from the \$70m for the 2014 FIFA World Cup in Brazil. The payments are distributed via the National Associations to the clubs of the 736 players who participated in the final competition. Of the 416 clubs benefiting from such payments, 254 clubs are based in Europe with the remaining 162 clubs registered in National Associations from other Confederations.

416 CLUBS

↑
254

**REGISTERED IN UEFA
MEMBER ASSOCIATIONS**

16 CLUBS

↑
162

**REGISTERED IN NATIONAL ASSOCIATIONS
FROM OTHER CONFEDERATIONS**

2019 FIFA Women's World Cup

In recognition of the important role clubs play in the success of international tournaments, the 2019 FIFA Women's World Cup in France was the first time that the FIFA Club Benefits initiative has been applied to the female edition of the tournament. Per the agreement, clubs from across the world will receive a share of the competition revenue for having released and trained the participating players.

Modernising the transfer system

FIFA Football Stakeholders Committee endorses reforms of the transfer system

On 24 September 2018, the FIFA Football Stakeholders Committee, which includes ECA representatives, approved a number of important principles relating to the future of the transfer system. ECA has been fully engaged in the decision-making process of the committee following extensive internal consultation within ECA through the means of PEC Meetings, a specially-developed Transfer Expert Group and in Executive Board meetings. The decisions of the FIFA Football Stakeholders Committee were formally approved by the FIFA Council at its meeting on 15 March 2019.

Main principles agreed upon:



Agents: Introduction of a new licensing system for agents with remuneration and representation restrictions



Loans: Limits on the number of loans clubs can make in a given season both in terms of overall incoming/outgoing loans and the number of loans between two specific clubs



Solidarity: Solidarity payments to apply to domestic transfers with an "international dimension"



Clearing House: The creation of a Clearing House to process payments with the aim of protecting the integrity of football and avoiding fraudulent conduct



Voicing concerns on reformat of competitions

FIFA Council approves reformatted FIFA Club World Cup from 2021 despite ECA's concerns

A task force responsible for analysing the feasibility of establishing a reformatted FIFA Club World Cup, as well as a worldwide Nations League, held a series of meetings between December 2018 and February 2019. ECA General Counsel José Luis Andrade participated on the task force as part of the UEFA delegation.

As the development of international football competitions is dependent on clubs' participation and on their assets, the voice of ECA is essential in any consultation process leading to decisions on the reformatting or development of new international football competitions.

Throughout the consultation process, ECA stressed that the International Match Calendar (IMC) and competitions have been agreed and defined for the cycle 2018-24 and that, prior to new or reformatted competitions being adopted, a detailed assessment of how the landscape of international football and the IMC might evolve post 2024 was necessary.

Despite the concerns raised by ECA on behalf of its members, a decision was reached to introduce a reformatted 24-team FIFA Club World Cup as from the 2021/22 season at the FIFA Council meeting on 15 March 2019.



EUROPEAN UNION (EU)

Showing intent in Brussels

ECA and UEFA present letter of intent to EU Commissioner

On 20 November 2018, ECA Chairman Andrea Agnelli and UEFA President Aleksander Čeferin presented a signed letter of intent to the EU Commissioner for Sport, Tibor Navracsics.

The meeting marked the first time a major sports governing body and its leading stakeholder have met together with an EU leader in Brussels at their own request. The meeting provided the opportunity for the ECA Chairman and UEFA President to highlight their proactive and collaborative efforts to tackle the challenges that professional football faces.



“IT IS GOOD TO SEE THAT UEFA AND ECA HAVE SIGNED A LETTER OF INTENT OUTLINING THEIR INTENTION TO WORK TOGETHER IN TACKLING THE MAJOR CHALLENGES FACING FOOTBALL. I AM CONVINCED THAT A SUCCESSFUL PARTNERSHIP IN THE SPIRIT OF GOOD GOVERNANCE WILL BENEFIT NOT ONLY EUROPEAN FOOTBALL, BUT ALSO OUR SOCIETY AS A WHOLE.”

Tibor Navracsics, Commissioner for Education, Culture, Youth and Sport

Addressing topics in the game

ECA addresses European Parliament Hearing

On 4 September 2018, the European Parliament organised a Hearing, which addressed a number of important topics within the professional game. The Hearing, which brought together representatives from ECA, FIFA, FIFPro, the Premier League and Supporters Direct, provided an opportunity to update the EU on the work and ongoing discussions around such issues as competitive balance and the future of the transfer system. Members of the European Parliament are keen to see the football family continue to strive at enhancing the game and meet the many perceived challenges the game is faced with.

Social Dialogue Committee Report

The main focus of ECA's Social Dialogue Committee throughout the 2018/19 season centred around the implementation of Autonomous Agreement relating to the minimum requirements for standard player contracts in the professional football sector. In this respect, discussions with the other stakeholders involved in the Social Dialogue (FIFPro, European Leagues and UEFA) continue to take place on a potential action plan. The objective of the action plan would be to codify how to move forward on this matter by outlining potential consequences for those countries which have yet to introduce contracts which fully respect the minimum requirements. In addition, items related to labour relations have been added to the agenda for further work and discussions, including, amongst others, club/player disciplinary models and the topic of health & safety and protection of players.

Supporting the European Week of Sport

ECA was proud to be an official partner of the European Commission's European Week of Sport campaign for the fourth year running

The campaign, which was held 23-30 September 2018, aims at promoting sport and physical activity across Europe to all citizens, regardless of age, background or fitness level. In order to support the campaign, ECA invited its member clubs to use their various communications platforms to encourage their millions of fans worldwide to #BEACTIVE! ECA members led the way with a record-breaking 71 clubs participating in the campaign, ensuring that the important message of living an active lifestyle was widely spread across the continent and beyond.

Olympiacos FC @olympiacos_org
Ο Ολυμπιακός στηρίζει την «Ευρωπαϊκή Εβδομάδα Αθλητισμού», από τις 23 έως τις 30 Σεπτεμβρίου: bit.ly/2xHjwZl
#OlympiacosFC supports the "European Week of Sport" throughout the week of 23-30 September: bit.ly/2NKr4FI

#BeActive @ECAEurope



APOEL FC @apoelfcofficial
Εκατοντάδες ΑΠΟΕΛίστες είναι #BeActive! @ECAEurope #EuropeanWeekofSport
bit.ly/2OhNiho



Barça Foundation @FundacioFCB
We want to celebrate the European Week of Sport by joining the #BeActive Campaign!
Never stop being active and JUMP! ^{TOP} ^{TOP}

@EuSport @ECAEurope



Manchester United @ManUtd
#MUFC is supporting the European Week of Sport! Get out there and #BeActive...







CLUB DEVELOPMENT

DEVELOPING THE RESOURCES TO SUCCEED

High-level speakers address ECA Workshop on Organisational Development and HR

Senior Executives and HR professionals from football clubs across Europe attended the ECA Workshop on Organisational Development and HR in Milan on 5 February 2019. The workshop was hosted by ECA members AC Milan and FC Internazionale Milano.

The one-day event addressed current issues around HR practices at European football clubs, and allowed experts in the field to share experiences and innovative ideas on the HR trends of tomorrow.



“WHETHER YOU ARE HEAD OF HR OR COO, THE KEY TO SUCCESSFUL ORGANISATIONAL DEVELOPMENT IS UNLOCKING THE POTENTIAL IN PEOPLE TO DRIVE HIGH PERFORMANCE.”

Collette Roche
Manchester United FC
Chief Operating Officer

CLUB DEVELOPMENT

“AT ARSENAL, WE BELIEVE THAT HAVING A WORKFORCE OF HIGHLY CAPABLE, DIVERSE PEOPLE, WORKING IN AN INCLUSIVE ENVIRONMENT, LEADS TO SUCCESS ON AND OFF THE PITCH.”

Karen Ann Josephides
Arsenal FC
People Director

Michele Centenaro
ECA General Secretary



“ORGANISATIONAL DEVELOPMENT AND HR ARE INCREASINGLY IMPORTANT FUNCTIONS IN THE SPORTS AND BUSINESS WORLD. IN ORDER TO BECOME HIGH PERFORMING ORGANISATIONS, IT IS NECESSARY THAT FOOTBALL CLUBS RECRUIT WELL AND CONTINUOUSLY SEEK TO DEVELOP THEIR STAFF AS PROFESSIONALS. AT ECA, WE ARE ALWAYS SEEKING TO PROVIDE SERVICES TO OUR MEMBERS THAT ADD VALUE AND HELP THEM GROW AS SPORTS ORGANISATIONS AND AS BUSINESSES. THIS WORKSHOP IS THE PERFECT PLATFORM TO DO THIS, BY PROVIDING MEMBERS WITH THE KNOWLEDGE AND TOOLS TO IMPROVE.”

GATHERING KNOWLEDGE ON WOMEN'S CLUB FOOTBALL

ECA presents study on the development of women's club football

On 18 May 2019, the ECA Women's Club Football Analysis, a study which benchmarks the current landscape of the women's game, was presented to the ECA Women's Football Committee at its meeting in Budapest.

The study provides an extensive mapping of the organisational and operational structures in women's club football, from both a development and commercial perspective. This research was carried out through a survey and in-depth interviews with a number of clubs across the continent.

The long term vision of the project is to offer advice and a suggested course of action to develop women's club football in Europe, but also to offer guidelines for clubs wishing to create a women's football section.



64% OF CLUBS SURVEYED HAVE
A PROFESSIONAL
STATUS

48% WOULD DESCRIBE THE STRUCTURE OF
THEIR CLUB AS A CLUB WITH
BOTH MEN'S AND WOMEN'S
TEAMS WHERE THE MEN'S
TEAM IS PROMINENT

30% OF THE CLUBS HAVE WINNING
COMPETITIONS AND GIVING
AN OPPORTUNITY FOR WOMEN
TO PLAY THEIR FAVOURITE
SPORT AS THE MAIN OBJECTIVE
OF WOMEN'S FOOTBALL

2/3 BELIEVE CLUB FOOTBALL,
AS OPPOSED TO INTERNATIONAL
FOOTBALL, TO BE THE MAIN
DRIVER OF THE WOMEN'S GAME

HIGHLIGHTING THE DEVELOPMENT OF WOMEN'S FOOTBALL

ECA publishes Player Release Analysis on the 2019 FIFA Women's World Cup in France

Coinciding with the kick-off of the 2019 FIFA Women's World Cup in France, ECA published its latest Player Release Analysis, a study which details the number and origin of clubs involved in releasing players for the tournament.

The study demonstrates the pivotal role clubs play in making major national team tournaments successful, and highlights the rapid development of women's club football in Europe over the past four years.

Players released by European clubs

The number of European clubs releasing players vs. rest of the world



Top 10 European clubs releasing players



Top 20 countries where players are registered



EDUCATING LEADERS OF THE GAME

Second edition of the ECA Club Management Programme concludes

The ECA Club Management Programme (CMP) is an executive education programme, managed in partnership with Stockholm Business School and LTT Sports, designed for club professionals to develop their knowledge on all areas of football club management.

The second edition of the ECA CMP ran over a year and a half, starting in November 2017 and finishing in June 2019. It consisted of six sessions, and two optional extra sessions, each dealing with a different topic of club management, which were held in some of the most iconic football venues around the world.

The third edition of the programme is due to kick off in November 2019.



SESSION 1

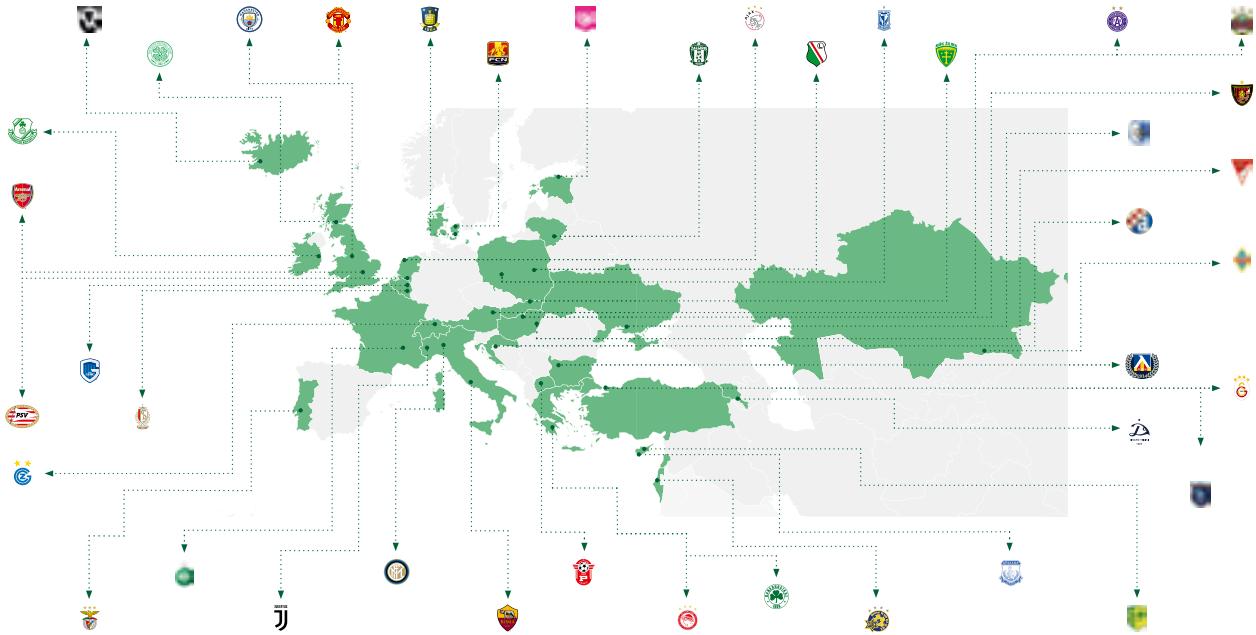
Leadership & Strategy

Turin

6-8 November 2017



Participating Clubs



SESSION 2

Sport Activities Bilbao

9-10 January 2018



EXTRA SESSION

Leadership & Innovation London

20 March 2018



SESSION 3

Business Activities
New York & Atlanta
5-7 June 2018



SESSION 4

Community & Communications
Athens
9-10 October 2018

SESSION 5

Club Operations
Vienna
15-16 January 2019



EXTRA SESSION

**Sport & Innovation
Beijing**
19-20 March 2019



SESSION 6

**Football Governance
Stockholm**
4-5 June 2019

“KNOWLEDGE SHARING IS A KEY SERVICE OF ECA AND THE CLUB MANAGEMENT PROGRAMME CREATES AN IDEAL PLATFORM FOR MEMBERS TO ENGAGE IN THIS. FOLLOWING ON FROM THE SUCCESS OF THE SECOND EDITION, WE ARE LOOKING FORWARD TO THE THIRD EDITION OF THE PROGRAMME COMMENCING LATER THIS YEAR. WE ARE ALWAYS STRIVING TO IMPROVE THE VALUE WE PROVIDE TO OUR MEMBERS AND WILL SEEK TO ENHANCE THE PROGRAMME EVEN FURTHER IN ITS NEXT EDITION.”

Michele Centenaro, ECA General Secretary

CELEBRATING THE SOCIAL IMPACT OF CLUBS

ECA partners the #morethanfootball Action Weeks

The #morethanfootball Action Weeks, an initiative of the European Football for Development Network (EFDN) in partnership with ECA and the UEFA Foundation for Children, promotes and celebrates the social activities of clubs and other stakeholders in European football.

The campaign, held between 19 March-9 April 2019, offered the perfect opportunity for clubs to share their work around social responsibility while highlighting the influential role the game can play in changing peoples' lives for the better.



SETTING THE (CROSS)BAR

Clubs recognised for success on and off the pitch at ECA Awards 2018

Four ECA members won awards for their sporting and non-sporting achievements at the ECA Awards in Split on 10 September 2018. The ECA Awards aim to reward outstanding club performances, encourage best practice and highlight successful club management.

EUROPEAN CLUB OF THE YEAR



Recognised for outstanding achievements during the 2017/18 season at European and domestic level.



BEST SPORTING PROGRESS



Recognised for significant progress in European competition during the 2017/18 season.



WOMEN'S CLUB FOOTBALL AWARD



Recognised for outstanding contributions to the promotion and development of women's club football.



BEST COMMUNITY & SOCIAL RESPONSIBILITY PROGRAMME



Recognised for a successful club-driven CSR programme "Revitalizing New Ghent".



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OF
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