



Report of the President and Executive Committee
Report of the UEFA Administration
2014/15



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I. Report of the President and Executive Committee

1 July 2014 – 30 June 2015

SUMMARY

During a busy and challenging year, UEFA, the UEFA President and the body's Executive Committee have continued their mission to help guide European football forward with care and dedication.

UEFA's 60th anniversary in 2014 brought with it a significant opportunity to celebrate the achievements of the past and set the course for the future. The European organisation's objective is always to seek dialogue, cooperation and consultation with its member associations and other stakeholders – not only to develop and protect football, but also to set high standards of excellence and transparency in governance, and maintain values and visions, all of which are essential for the game's well-being.

The period under review provided a host of highlights for European football. The UEFA competitions at all levels and in all categories provided some unforgettable matches, spectacular goals and brilliant individual performances, while off the field, decisions and measures were taken with a view to ensuring that European football's future will be a healthy one.

The 2014/15 period was also notable for elections. At the 39th Ordinary UEFA Congress in Vienna in March 2015, Michel Platini was re-elected by acclamation for a third four-year term as UEFA President. The Congress agenda also included elections for seven seats on the UEFA Executive Committee, resulting in the election of three new members: Sándor Csányi (Hungary), Fernando Gomes (Portugal) and Davor Šuker (Croatia). Four other members were re-elected: Peter Gilliéron (Switzerland), Boris Mihaylov (Bulgaria), Ángel María Villar Llona (Spain) and Grigoriy Surkis (Ukraine).

Thus, the Executive Committee elections in Vienna not only resulted in new faces, but also

maintained an overall sense of continuity and commitment to progress.

Just as women's football continues to flourish on the field and enjoy positive momentum in its overall development, UEFA continues to be committed to bringing women into senior and decision-making roles within the game, and in June 2015, the Executive Committee reappointed the chairwoman of the UEFA Women's Football Committee, Karen Espelund (Norway), as one of its members for a further four-year term.

During the year under review, the committee has taken UEFA's policies and visions forward in key areas such as financial fair play, the fight against match-fixing, racism and discrimination, and cooperation with key stakeholders. Consequently, the relationship with UEFA's member associations – valued partners in UEFA's achievements for more than six decades – remains a vital cornerstone of UEFA's mission. Likewise, relations with the clubs have been strengthened, while dialogue with Europe's political authorities continues to be encouragingly fruitful. There is also every indication that the plans being put into place to develop and cultivate UEFA competitions, particularly at national team level, will prove successful.

In line with the key values that underpin UEFA's activities and dialogue with the political, economic, social and sporting worlds, the Executive Committee is determined to help ensure that the growth and evolution of football, as a hugely popular sport and vibrant social force, will continue in the years to come. Consequently, football will always come first and be at the heart of the committee's decisions and measures on behalf of the game.

COMPETITIONS

National team competitions

UEFA has taken on board the wish of its member associations to further promote and develop national team football and its competitions for the long term, as expressed in particular in the Resolution on National Team Football 2018–2022 adopted by the 54 UEFA member associations at the UEFA Congress in 2014.

To that end, the ‘Week of Football’ concept was put into action for the European Qualifiers for EURO 2016, which got under way in September 2014, enabling football enthusiasts to watch more international football than ever before; key decisions were taken for EURO 2020, the ‘EURO for Europe’; and the course was set for launching the UEFA Nations League in September 2018.

EURO 2016 drew ever nearer, and preparations moved on apace. At its meeting in Prague in June 2015, the Executive Committee approved the draw procedures for the play-offs and final tournament. Meanwhile, stadium construction and renovation work at the ten venues reached the final stages; the ‘500 days to go’ milestone was reached; the tournament mascot was unveiled and given the name Super Victor in a vote in which more than 107,000 UEFA.com and social media fans took part; and the search for 6,500 volunteers began. When the first ticket application phase opened on 10 June 2015, demand was expected to be massive for what will undoubtedly be a memorable festival of football – the first EURO to feature 24 teams.

Looking ahead to EURO 2020, the Executive Committee chose the 13 host cities from





among 19 bidders at its meeting at the Espace Hippomène in Geneva on 19 September 2014, where the successful bidders were announced at a ceremony afterwards.

The host cities for the 'EURO for Europe' are:
Semi-finals and final: London (England);
Three group games and one quarter-final: Baku (Azerbaijan), Munich (Germany), Rome (Italy), St Petersburg (Russia); *Three group games and one round of 16 game:* Amsterdam (Netherlands), Bilbao (Spain), Brussels (Belgium), Bucharest (Romania), Budapest (Hungary), Copenhagen (Denmark), Dublin (Republic of Ireland), Glasgow (Scotland).

EURO 2020 will fulfil the Executive Committee's desire for member associations across the continent to be involved in the organisation of European football's premium national team event.

In a further initiative, the creation of the UEFA Nations League, fulfils the desire of UEFA and its member associations, and especially that of the UEFA President, to improve the quality and standing of national team football, and responds to the concerns of the member associations that friendly matches do not

provide adequate competition for national teams. The UEFA Nations League format was approved by the Executive Committee at its meeting in December 2014. This new competition will be composed of four divisions, with each division divided into four groups of three or four teams. It will feature promotion and relegation, and will culminate in a final four tournament every odd year. The first league will be played from September to November 2018, with the final four tournament the following June. Meanwhile, the EURO 2020 qualifiers will be played from March to November 2019, finishing with play-offs in March 2020. The winner and runner-up in each of the ten EURO qualifying groups will qualify automatically for EURO 2020. The four remaining EURO 2020 places in the 24-team field will go to the winners of play-offs. Based on results in the UEFA Nations League, 16 teams will take part in these play-offs in four groups of four.

In women's national team football, the Executive Committee appointed the Netherlands as hosts of Women's EURO 2017, which will be the first to feature 16 teams and therefore constitute a better opportunity for players to gain experience.

The Czech Republic staged a great final tournament of the European Under-21 Championship, which will become a 12-team event for the 2017 tournament in Poland. Looking back at the year under review, the youth competitions showcased talented youngsters, and excellent final tournaments were staged by Hungary (U19s), Norway (Women's U19s), Bulgaria (U17s), and Iceland (Women's U17s). In addition, amateur players enjoyed their moment in the spotlight when the Republic of Ireland hosted a successful UEFA Regions' Cup final round.

Club competitions

UEFA's club competitions continued to enjoy commercial and sporting success. Gross commercial revenue from the 2014/15 UEFA Champions League and the 2014 UEFA Super Cup totalled some €1,465.6m, while revenue from the UEFA Europa League amounted to €253m. The main beneficiaries of this revenue were the clubs who took part. In addition, solidarity payments from the Champions League were made to the clubs eliminated in the qualifying stages of both the Champions League and the Europa League, as well as to non-participating top division clubs, for

investment in youth development and local community programmes.

Both competitions also continued to attract huge public interest. Some 6.5 million fans were present at Champions League matches, while around 6 million attended matches in the Europa League.

The Olympiastadion in Berlin hosted the 2014/15 Champions League final between Juventus and FC Barcelona, while the Europa League final between FC Dnipro Dnipropetrovsk and Sevilla FC was staged at the National Stadium in Warsaw. With four goals in Berlin, and five goals in Warsaw, both finals provided wonderful entertainment for millions of fans. Berlin also hosted the UEFA Women's Champions League final, at the city's Friedrich-Ludwig-Jahn-Sportpark. 1. FFC Frankfurt won the title on home soil by beating French opponents Paris Saint-Germain. The match attracted a sell-out crowd of 18,300 and underlined the impressive progress of the elite women's game.

UEFA rewards on-field excellence over a season at its late-August events in Monaco, which herald the start of the following season. Real



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Madrid CF's Cristiano Ronaldo was voted the 2013/14 UEFA Best Player in Europe by a panel of European football journalists, while the 2013/14 UEFA Best Women's Player in Europe Award went to VfL Wolfsburg's German international Nadine Kessler.

The UEFA Super Cup is now giving national associations across Europe the chance to stage the start-of-season match between the previous season's Champions League and Europa League winners. Cardiff City Stadium in Wales, was an impressive setting for Real Madrid win over Sevilla in an all-Spanish encounter watched by a 30,854 crowd in August 2014.



The UEFA Youth League finals were held for the second time at the Colovray Stadium in Nyon in April 2015, and the local public again turned out in healthy numbers to watch talented young players looking to reach the game's summit in the coming years. England's Chelsea FC took the title by beating Ukraine's FC Shakhtar Donetsk 3-2 in an attractive final.

These and other promising youth players will benefit from the decision taken by the Executive Committee at its meeting in September 2014 to make the Youth League a permanent competition following a successful

trial period. The committee also approved the introduction of a new format for the 2015/16 season with a view to enhancing the quality of the competition and increasing the number of associations represented, thus giving development opportunities to more players. The competition will be extended from 32 to 64 teams, allowing domestic youth champions to take part alongside the youth teams of the 32 clubs taking part in the Champions League group stage.

The Meo Arena in Lisbon, Portugal, staged the UEFA Futsal Cup finals in April 2015, and the event proved a resounding public success. A record 29,207 spectators watched the four matches – including an individual match record of 12,076 fans for the semi-final between FC Barcelona and Sporting Clube de Portugal. Kairat Almaty (Kazakhstan) won the title for the second time in three years.

Further development and improvement are key words in the Executive Committee's approach to UEFA's club and national team competitions, to ensure that each competition can make constant and meaningful progress.

Refereeing

Referee instruction and training is paramount in helping match officials to deliver top performances. In August 2014, 106 male and female referees from the highest categories came to Nyon for their annual summer gathering. This meeting was followed a few months later by the traditional winter courses in Athens in February 2015, when experienced match officials and newcomers to the international list attended UEFA's advanced and introductory courses. Fitness work – vital for the modern-day top referee – video-clip reviews of incidents and decisions, technical and instructional sessions and feedback between referees and the UEFA Referees Committee are essential components of each course agenda.



The introduction of additional assistant referees (AARs) in the major UEFA club and national team competitions has provided an extra pair of eyes on both goal lines to help referees take correct decisions on penalty-area incidents. UEFA staged its inaugural AAR training course in September 2014, demonstrating the importance attached to this aspect of refereeing – one which has proved its worth since AARs were incorporated into the Laws of the Game in July 2012.

Vanishing spray paint, used by the referee to mark the spot from which a free-kick is taken and the minimum required distance for the defensive wall, was also introduced in UEFA competitions in 2014/15, and has given the referee easier control of free-kick situations.

The Executive Committee remains committed to assisting Europe's referees in maintaining the consistently high standards that they have set over the years.

OFF THE FIELD

The Executive Committee examines, discusses and takes decisions on matters that encompass the entire European football landscape. Many of these issues are debated within the Professional Football Strategy Council (PFSC),

which comprises the UEFA President and four UEFA vice-presidents, as well as representatives of the European Club Association (ECA), the European Professional Football Leagues (EPFL) and the professional players' union FIFPro Division Europe.

Financial fair play

In June 2015, at the Executive Committee's meeting in Prague, a two-year consultative process with key stakeholders, including the European Club Association (ECA), culminated in the approval of revised UEFA Club Licensing and Financial Fair Play Regulations for 2015–18, which it was felt would encourage increased growth and development, inclusivity and market stimulation. The requirements were broadened and refined, and took into account the economic environment and experience gathered since financial fair play measures were introduced in 2009.

The updated financial fair play regulations address situations where clubs have undergone business restructuring or takeovers, and occasions where clubs wish to invest sustainably within the spirit of financial fair play. Subsequently, club monitoring will increase and broaden in scope. Furthermore, the amendments consider disadvantages faced by



clubs due to sudden economic shocks or severe market structural deficiencies, and also strengthen criteria relating to overdue payables.

Expanded club licensing criteria within the regulations are aimed at encouraging inclusivity, promoting integrity and increasing awareness. Refinements will improve youth education and coaching quality by requiring educational programmes focusing on the dangers of match-fixing and enhancing the minimum standard of youth coaching qualifications. In addition, fostering the development of youth and women's football is further encouraged with expenditure on youth and women's football now also excluded from the break-even calculation.

The new regulations are seen as reinforcing financial fair play, and the overall objective of bringing stability and discipline to clubs' financial management remain unchanged. It is felt that a period of austerity is changing to one with more opportunities for sustainable growth and development. The financial fair play measures have the backing not only of the entire European football family, but also of the European political authorities. In addition, the Club Financial Control Body (CFCB) has continued to keep a firm watch in monitoring club finances, and has taken disciplinary action

when it was deemed necessary to do so. UEFA and the Executive Committee remain confident that the financial fair play measures, now adapted to current circumstances, provide solid foundations for the future of European club football.

Integrity

UEFA and the European football family are united in making the fight against match-fixing their number one priority, given the threat it poses to the integrity of the game and the smooth running of competitions.

The Council of Europe Convention on the Manipulation of Sports Competitions, which opened for signature in September 2014, has been hailed by UEFA as a significant milestone in intensifying the campaign against match-fixing. It is felt that it will help promote coordination between the police and judicial authorities in different countries, and facilitate more structured cooperation and information exchange between state bodies and sports bodies. UEFA has regularly urged public authorities to support sports bodies in tackling the issue of match-fixing, arguing that sports bodies cannot do so alone.

The UEFA match-fixing working group met in Barcelona in September 2014. This second official gathering brought together UEFA

integrity officials with state and national football association prosecutors, police and crime prevention officials, and betting and gambling experts from numerous European countries – strengthening the relationship between sports and law enforcement bodies. In particular, the need was stressed for local governments to introduce laws enabling information related to match-fixing to be shared across borders.

Soon afterwards, UEFA launched further initiatives – an integrity app, an integrity reporting platform and freephone number, and e-learning opportunities for young players. UEFA has also stepped up its comprehensive education drive, and has given regular presentations to young players, referees and coaches to warn them of the dangers linked to the manipulation of football matches. The UEFA betting fraud detection system continues to monitor betting patterns at some 32,000 European matches each year, and UEFA's zero-tolerance policy towards match-fixing means that anyone found guilty of such offences can expect harsh punishment.

Furthermore, UEFA has reiterated its determination to curb violence in and around stadiums at football matches, and called for greater support from public authorities amid concerns, among others, about increased expressions of nationalism and extremism in stadiums.

The Executive Committee also reasserted its firm opposition to third-party ownership (TPO), and welcomed FIFA's introduction of a worldwide ban on TPO from 1 May 2015. The previous month, UEFA and FIFPro Division Europe had formally launched a complaint with the European Commission, questioning TPO's legality within European law, arguing that it was harmful to the interests of players, clubs and fans, and undermined the integrity of the game.

Anti-doping and medical developments

UEFA's activities in the anti-doping sector have the full support of the Executive Committee. In September 2014, the committee ratified the introduction of steroid profiling through athlete biological passports (ABPs) for the 2015/16 season. ABPs monitor players over time, and so might indirectly reveal the effects of doping. As such, they will help UEFA's testing programme stay at the vanguard of the fight against doping.

UEFA strives to guarantee that its comprehensive education and testing programmes remain at the forefront of recognised good practice in all areas of prevention and detection. Education sessions for young players in particular warn them about how doping can ruin their careers at the onset.

The health of players is of paramount importance and, during the review period, the Executive Committee approved a new procedure to deal with concussions, which was implemented immediately for UEFA competitions. If concussion is suspected, the referee can halt the game for up to three minutes, to allow the injured player to be assessed by the team doctor. The player is only permitted to continue playing if the team doctor specifically confirms to the referee that he or she is fit to carry on.

Social responsibility

The Executive Committee maintained a close interest and involvement in UEFA's social responsibility work.

As arguably the world's most popular sport, football has a crucial role to play in promoting social development and using its influence. UEFA's social responsibility activities involve long-term strategic partnerships that promote



anti-discrimination and diversity, social integration and reconciliation, active and healthy lifestyles, and football for all abilities, as well as funding football foundations and charity programmes.

During the review period, the committee continued to support UEFA's zero-tolerance stance towards racism, intolerance and discrimination in football. Each October, the third matchdays in the group stages of the Champions League and Europa League, as well as national team qualifiers played in that period, provide an excellent platform for the European football family to show its opposition to these phenomena, and racist and discriminatory conduct on and off the field continues to be sanctioned by the UEFA disciplinary authorities.

The Italian Football Federation (FIGC) hosted a UEFA Respect Diversity conference in Rome in September 2014, organised by UEFA, its partner FARE (Football Against Racism in Europe) and the players' union FIFPro. National associations, leagues, clubs, political and governmental organisations, and other bodies came together to raise awareness of all aspects of racism and discrimination in football.

Subsequently, the former Dutch international Clarence Seedorf was appointed as UEFA Global Ambassador for Diversity and Change. In this role, he will be lending his expertise to ensure that UEFA remains fully in touch with this important topic.

In December 2014, the Executive Committee approved changes to UEFA's Respect Fair Play reward criteria from the 2015/16 season, from when winning associations will now be awarded prize money to allocate to fair play or respect-themed projects in their respective countries, rather than receiving places in the Europa League.

The UEFA Captains of Change programme got under way in January 2015. The programme nurtures diversity and a more inclusive environment within football management in Europe. UEFA wishes to influence the culture of football organisations and progressively open them at all levels to a wider range of people of different origins and backgrounds. Participants in this unique programme are especially encouraged to develop projects that can effect change within football bodies. Former French international Christian Karembeu is the ambassador for this new programme.

April 2015 brought the launch of the UEFA Foundation for Children – set up on the initiative of the UEFA President, Michel Platini, and emphasising UEFA's desire to use football as a force for good in society. The aim of the foundation is to help children – through sport and, especially, football – by providing support in areas such as health, education, access to sport, personal development, integration and defending children's rights. Under the foundation's auspices, various humanitarian and development programmes for children are to be undertaken around the world, or further developed, as in the case of the existing football programme for Syrian refugees at the Zaatari refugee camp in Jordan, organised by the UEFA foundation and the Asian Football Development Project (AFDP).



Development programmes

Football's constant development is a core element of UEFA's mission. The Executive Committee has followed this mission in, among other things, helping to foster the overall progress of the national associations. The UEFA HatTrick programme continues to provide invaluable sporting and infrastructure assistance to the 54 member associations, thereby improving overall standards across Europe. The programme celebrated its tenth anniversary in 2014, and this was the ideal

opportunity to underline the progress and results achieved across the continent over the past decade – new association headquarters, renovated offices with state-of-the-art equipment, new national team training centres and modern stadiums, and comfortable spectator facilities.

Furthermore, more funds than ever before have been earmarked for UEFA's associations for the period from 2016 to 2020, to support their activities and fund long-term investment. At the Congress in Vienna in March 2015, details were presented about the increase in HatTrick payments – to finance, among other things, the fight against match-fixing, grassroots development, running costs and good governance, coaching and referee education, the implementation of club licensing, and the development of association infrastructure. From HatTrick IV, which runs from 2016 to 2020, each UEFA member association will be entitled to receive a maximum €11.1m over four years, a rise of €1.6m compared with HatTrick III.

The HatTrick programme also provides annual solidarity funding which enables associations to take part in UEFA's youth, women's and amateur competitions. It funds the UEFA Women's Football Development Programme (WFDP), as well as knowledge-sharing and educational programmes that are helping associations and their staff to enhance their management skills for the overall well-being of the game.

The Women in Football Leadership Programme (WFLP) continues to emphasise UEFA's commitment to help women move into senior positions within football. Viviane Reding, European Parliament member and former European Commission vice-president, thanked UEFA for its pioneering initiative when she visited the House of European Football in October 2014 as part of the programme. UEFA also hosted the first Women in Sport

conference in Nyon in February 2015, aiming to inspire steps towards realising the full potential of women in the sporting sector.

Giving crucial impetus to women's football remains a key aspect of UEFA's agenda, and the Women's Football Development Programme sees UEFA and the national associations cooperating in areas such as promotion, grassroots development, marketing and encouraging women and girls to take up the game as players or become involved in other capacities. Role models are vital, and prominent players Camille Abilly, Verónica Boquete, Laura Georges and Lotta Schelin were named UEFA women's football development ambassadors during the period under review, joining former German international Steffi Jones in this role. UEFA hopes that their involvement will boost work with Europe's national associations, and motivate more girls in particular to play football.

UEFA brings together its national associations and stakeholders in a wide variety of areas to exchange information and share advice for the common good. The Study Group Scheme enables exchanges of technical know-how; the UEFA Football Doctor Education Programme transmits vital medical expertise; the KISS knowledge-sharing programme fosters solidarity among the football family; and referee and coaching courses help nurture progress in those two areas. New ventures launched in 2014/15 included the UEFA Football Law Programme, specially designed for legal specialists from associations, clubs and other stakeholders to learn about recent football law developments, and the UEFA Executive Master for International Players (MIP), which is designed to give former players the tools to stay in the game in football administration and management.

Over the last few years, UEFA has developed many ties with the academic community, resulting in research activities that regularly produce findings the European football family

can use to reach more informed decisions. The UEFA Research Grant Programme was established seven years ago to facilitate such activities.

In 2014, to celebrate its 60th birthday, UEFA launched a special edition of the UEFA Research Grant Programme to support projects developed for and in conjunction with its member associations. Following the success of this special edition (2015/16), UEFA would like to keep the same format for 2016/17, in order to continue encouraging collaboration between national associations and the academic community.

In addition, seven seasons of the UEFA Certificate for Football Management (CFM) have been concluded. Member associations are hosting this programme, which is open to their staff, clubs, leagues and neighbouring associations.

Stakeholder relations

UEFA is one of six continental football confederations, and contributes fully to the work undertaken by the world governing body, FIFA. UEFA elects three FIFA vice-presidents, one of whom is proposed by the four British associations – England, Scotland, Northern Ireland and Wales – and five members of the FIFA Executive Committee. The UEFA President is an ex-officio FIFA vice-president.

During the 2014/15 period, the Executive Committee discussed a variety of issues, including UEFA's participation in the FIFA Task Force for the International Match Calendar 2018–2024 and the 2022 World Cup – discussions relating also to the dates for the 2022 tournament. The Executive Committee debated, among other topics, the implementation of revised FIFA Standard Statutes, and third-party ownership (TPO)

of footballers, which culminated in FIFA introducing a ban on TPO from 1 May 2015. The European national associations were fully involved in the consultation process with UEFA and were kept informed before proposals were submitted to FIFA.

In March 2015, at the Congress in Vienna, the UEFA President outlined some of the priorities for his third mandate – one being the inclusion of representatives of certain stakeholder groups within the UEFA Executive Committee – a principle approved by the Congress.

Shortly afterwards, UEFA and the European Club Association (ECA) announced the renewal of their memorandum of understanding until 31 May 2022, strengthening the partnership in place since 2008. The new memorandum includes the 2018–21 UEFA club competition cycle and EURO 2020, granting long-term stability and security to the European football family, while providing clubs with a greater role in top-level governance.

A consultation process between UEFA and the ECA also resulted in a new distribution system for the European club competitions for the 2015–18 cycle. There are substantial rises in the revenues generated by the Champions League and Europa League. All Champions League and Europa League revenues will be centralised into one single pot containing at least a record €2.24bn each year. More funds will go to Europa League participants, thanks to a favourable fixed ratio set with the Champions League. Very importantly, solidarity payments will increase dramatically, with no less than €79m reserved for clubs that do not qualify for the group stages (+62%) and no less than €112m for non-participating clubs (+35%). All this due to the fact that solidarity has been allocated a fixed share (8.5%) of the overall revenue of the two competitions.

UEFA continued to pursue dialogue with supporter groups, and at their annual consultative meeting in March 2015, UEFA assured the supporter groups of its continuing commitment to working in partnership in order to ensure due care and attention to the sport's future.

Relations with the European Union remained extremely positive. In October 2014, UEFA and the European Commission signed a historic agreement that represents a significant milestone. This 'Arrangement for Cooperation', as it is called, cements a joint commitment to structured cooperation in key areas, including the fight against match-fixing, violence, racism and discrimination, measures relating to financial fair play and the promotion of grassroots football. It also acknowledges the need to address the third-party ownership of players and recognises the legitimacy of sports arbitration bodies to resolve disputes in the area of sport. All in all, this agreement enhances UEFA's reputation as a democratic and responsible governing body acting in the general interest of European football.



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ORDINARY MEETINGS

The Executive Committee held five ordinary meetings during the 2014/15 period, and was therefore in a perfect position to give its immediate attention to topics and issues pertaining to European football.

The committee also convened in Geneva on 19 September 2014 to appoint the 13 host cities to stage matches at EURO 2020. Following the UEFA administration's three-month assessment of the 19 bids initially received, evaluation reports were provided to the Executive Committee ahead of the selection of the 13 hosts.

The UEFA President and Executive Committee members maintained regular contact with the

member associations at UEFA and association events, and were kept up to date on member association matters by the UEFA administration. Each committee member is responsible for following specific associations, and each of UEFA's 19 standing committees is chaired by a member of the Executive Committee and has another Executive Committee member as deputy chairman/woman.

The following list gives a full overview of the items dealt with and decisions taken by the Executive Committee at the meetings held in the period under review.

Meeting summaries

18/19 September 2014, Nyon and Geneva

- Selection of the 13 host cities of EURO 2020.
- Appointment of venues for the 2016 UEFA Champions League and UEFA Europa League finals and the 2016 UEFA Super Cup: Champions League – Stadio Giuseppe Meazza, Milan (Italy); Europa League – St. Jakob-Park, Basel (Switzerland); Super Cup – Lerkendal Stadio, Trondheim (Norway).
- Ratification of the distribution mechanism for prize money unconditionally withheld due to non-compliance with financial fair play rules.
- Reiteration of the committee's full opposition to third-party ownership of players; request to FIFA to implement the necessary measures to prohibit it.
- Confirmation that the UEFA Youth League would become a permanent competition with a different format as from the 2015/16 season; number of teams competing increased from 32 to 64.
- Approval of a new procedure to deal with concussions, to be implemented with immediate effect in UEFA competitions.
- Approval of the introduction of athlete biological passports (ABPs) in UEFA's anti-doping programme, starting with the 2015/16 Champions League season (group stage onwards).
- Receipt of a report on a meeting between the Russian Football Union and the Football Federation of Ukraine, at which the situation of Crimean clubs was discussed.
- Lifting of a ban on UEFA competition matches being played in Israel.
- Approval of the system for making solidarity contributions to clubs for players participating in the European Qualifiers and EURO 2016, as per the system used for EURO 2012.
- Ratification of a code of conduct on integrity in football setting out guiding principles for all players, referees, clubs and other officials.
- Approval of the Regulations of the 2015–17 European Women's Championship.

4 December 2014, Nyon

- Approval of the competition formats of the UEFA Nations League and European Qualifiers 2018–22.
- Appointment of the Netherlands as hosts of Women's EURO 2017.
- Decision to prohibit Crimean clubs from playing in competitions organised by the Russian Football Union as from 1 January 2015, and for the region to be considered as a 'special zone' for football purposes until further notice.
- Approval of an agreement with CAA Eleven to reflect UEFA's new sporting concept for national team football for the 2018–22 period.
- Decision to launch a mark of recognition for female players having played 100 matches for their national team.
- Approval of the 2015 UEFA Coaching Convention.
- Approval of the 2015 UEFA Anti-Doping Regulations.
- Approval of the Regulations of the 2015–17 European Under-21 Championship.
- Approval of the consolidated annual financial statements of the UEFA group and standalone financial statements of UEFA for 2013/14 for final approval by the Congress in Vienna on 24 March 2015.
- Approval of the draft programme and agenda of the 39th Ordinary Congress in Vienna.
- Approval of the reports of the UEFA President/Executive Committee and the UEFA administration for final approval by the Congress in Vienna.

26 January 2015, Nyon

- Receipt of the list of candidates standing for election at the 39th Ordinary UEFA Congress in Vienna.
- Approval of the budget for 2015/16 for approval by the Congress in Vienna.
- Approval of the final programme and agenda of the 39th Ordinary Congress in Vienna.
- Appointment of final tournament hosts:
 - 2014/15 UEFA Futsal Cup finals (Sporting Clube de Portugal);
 - Futsal EURO 2018 (Slovenia);
 - 2015–17 European Under-21 Championship final tournament (Poland);
 - 2016/17 European Under-19 Championship final tournament (Georgia);
 - 2017/18 European Under-19 Championship final tournament (Finland);
 - 2016/17 European Under-17 Championship final tournament (Croatia);
 - 2017/18 European Under-17 Championship final tournament (England);
 - 2016/17 European Women's Under-19 Championship final tournament (Northern Ireland);
 - 2017/18 European Women's Under-19 Championship final tournament (Switzerland);
 - 2016/17 European Women's Under-17 Championship final tournament (Czech Republic);
 - 2017/18 European Women's Under-17 Championship final tournament (Lithuania).
- Update on preparations for EURO 2016, ahead of the 500-days-to-go milestone on 27 January 2015.
- Admission of Gibraltar to the UEFA Referee Convention.
- Receipt of a report on the Breaking the Glass Ceiling seminar held in Amsterdam on 12 December 2014, staged in partnership with the Royal Netherlands Football Association and FARE.
- Approval of revised Regulations governing the UEFA Order of Merit.

22/23 March 2015, Vienna

- Acceptance of a new financial distribution system for clubs competing in the Champions League and Europa League, with a view to increasing solidarity payments and payments to clubs in the Europa League for the 2015–18 cycle.
- Agreement to increase the number of teams entering the 2016/17 Women's Champions League, allowing the top 12 national associations in the rankings to enter their domestic champions and runners-up.
- Confirmation of the competition format of the European Qualifiers for the 2018 World Cup.
- Approval of the Regulations of the Champions League, Europa League and Super Cup (all 2015–18).
- Approval of the Regulations of the 2015/16 Youth League.
- Approval of the Regulations of the 2015/16 Futsal Cup.
- Approval of the Regulations of the 2015/16 Women's Champions League.
- Approval of the Regulations of the 2015/16 Under-19 Championship and European Under-17 Championship.
- Approval of the Regulations of the 2015/16 European Women's Under-19 Championship and European Women's Under-17 Championship.
- Approval of the Regulations of the European Qualifying Competition for the 2016 Futsal World Cup.
- Admission of Gibraltar to the UEFA Grassroots Charter.
- Approval of a new agreement with TEAM Marketing to better reflect the increasing revenues and strength of UEFA club competitions versus the performance of TEAM. This new agreement covers club competitions from the 2015/16 season to the end of the 2020/21 season and, subject to TEAM's ongoing performance, will also include seasons 2021/22 to 2023/24.

29 June 2015, Prague

- Approval of the new UEFA Club Licensing and Financial Fair Play Regulations (2015–18).
- Appointment of venues for the 2017 UEFA Champions League and UEFA Europa League finals and the 2017 UEFA Super Cup: Champions League – Millennium Stadium, Cardiff (Wales); Europa League – Friends Arena, Stockholm (Sweden); Super Cup – Nacionalna Arena Filip II, Skopje (FYR Macedonia).
- Appointment of hosts of the Ordinary UEFA Congress in 2017 and 2018: Helsinki (Finland) and Bratislava (Slovakia).
- Admission to the UEFA Coaching Convention of Armenia, Latvia, Lithuania and Montenegro (all at Pro level).
- Reappointment by acclamation of Karen Espelund (Norway) as the female representative on the UEFA Executive Committee for a further four-year term.
- Appointment of UEFA's vice-presidents: Ángel María Villar Llona (Spain, first vice-president); Marios N Lefkaritis (Cyprus, second vice-president); Giancarlo Abete (Italy, third vice-president); Grigoriy Surkis (Ukraine, fourth vice-president); Michael van Praag (Netherlands, fifth vice-president).
- Approval of the draw procedures for the EURO 2016 play-offs and final tournament.
- Approval of the fixture list procedure for the European Qualifiers for the 2018 World Cup.
- Confirmation of dates of the 2017 European Under-21 Championship final tournament in Poland (16–30 June 2017).
- Approval of amendments to the 2015 UEFA Organisational Regulations.
- Approval of amendments to the 2015 UEFA Fair Play Regulations.
- Approval of the composition of the UEFA committees and expert panels, the Control, Ethics and Disciplinary Body, the Appeals Body and the Governance and Compliance Committee for the 2015–19 period.

UEFA CONGRESS IN VIENNA

The 39th Ordinary UEFA Congress took place in the Austrian capital, Vienna, on 24 March 2015.

Michel Platini was re-elected by acclamation for a third four-year term of office as UEFA President. Three new members were elected to the Executive Committee: Sándor Csányi (Hungary), Fernando Gomes (Portugal) and Davor Šuker (Croatia). Four members were re-elected: Peter Gilliéron (Switzerland), Ángel María Villar Llona (Spain), Boris Mihaylov (Bulgaria) and Grigoriy Surkis (Ukraine). Three members retired from the committee: Şenes Erzik (Turkey), Sergey Fursenko (Russia) and Mircea Sandu (Romania). Şenes Erzik, also stepping down as UEFA first vice-president, became a UEFA honorary member.

As UEFA President, Michel Platini was automatically re-elected as a FIFA vice-president. Ángel María Villar Llona (Spain) was re-elected as a FIFA vice-president by acclamation, David Gill (England) was elected as the FIFA vice-president representing the four

British national associations, and Wolfgang Niersbach (Germany) was elected as a member of the FIFA Executive Committee.

The Congress approved the principle of including representatives of other stakeholder groups as UEFA Executive Committee members, pending the necessary amendments to the UEFA Statutes. Which stakeholders and how many were to be decided. The required amendments to the UEFA Statutes would be proposed to the next Ordinary or Extraordinary UEFA Congress.

The Congress was informed of an increase in HatTrick assistance payments for the HatTrick IV cycle. Each UEFA member association will be entitled to receive a maximum €11.1m over four years – a rise of €1.6m compared with HatTrick III.

The Congress also approved the annual UEFA consolidated statement of accounts and UEFA association accounts for 2013/14 and the budget for the 2015/16 financial year.



UEFA Executive Committee (from March 2015)

President: Michel Platini (France), President since 2007, Executive Committee member since 2002

First Vice-President: Ángel María Villar Llona (Spain), vice-president since 2000, Executive Committee member since 1992

Second Vice-President: Marios N. Lefkaritis (Cyprus), vice-president since 2007, Executive Committee member since 1996

Third Vice-President: Giancarlo Abete (Italy) vice-president since 2011, Executive Committee member since 2009

Fourth Vice-President: Grigoriy Surkis (Ukraine), vice-president since 2013, Executive Committee member since 2004

Fifth Vice-President: Michael van Praag (Netherlands), vice-president since 2015, Executive Committee member since 2009

Members:

Sándor Csányi (Hungary), 2015

Karen Espelund (Norway), 2012

David Gill (England), 2013

Peter Gilliéron (Switzerland), 2011

Fernando Gomes (Portugal), 2015

Allan Hansen (Denmark), 2009

František Laurinec (Slovakia), 2009

Avraham Luzon (Israel), 2009

Borislav Mihaylov (Bulgaria), 2011

Wolfgang Niersbach (Germany), 2013

Davor Šuker (Croatia), 2015

European members of the FIFA Executive Committee

Vice-Presidents:

Michel Platini (France)

Ángel María Villar Llona (Spain)

David Gill (England)

Members:

Michel D'Hooghe (Belgium)

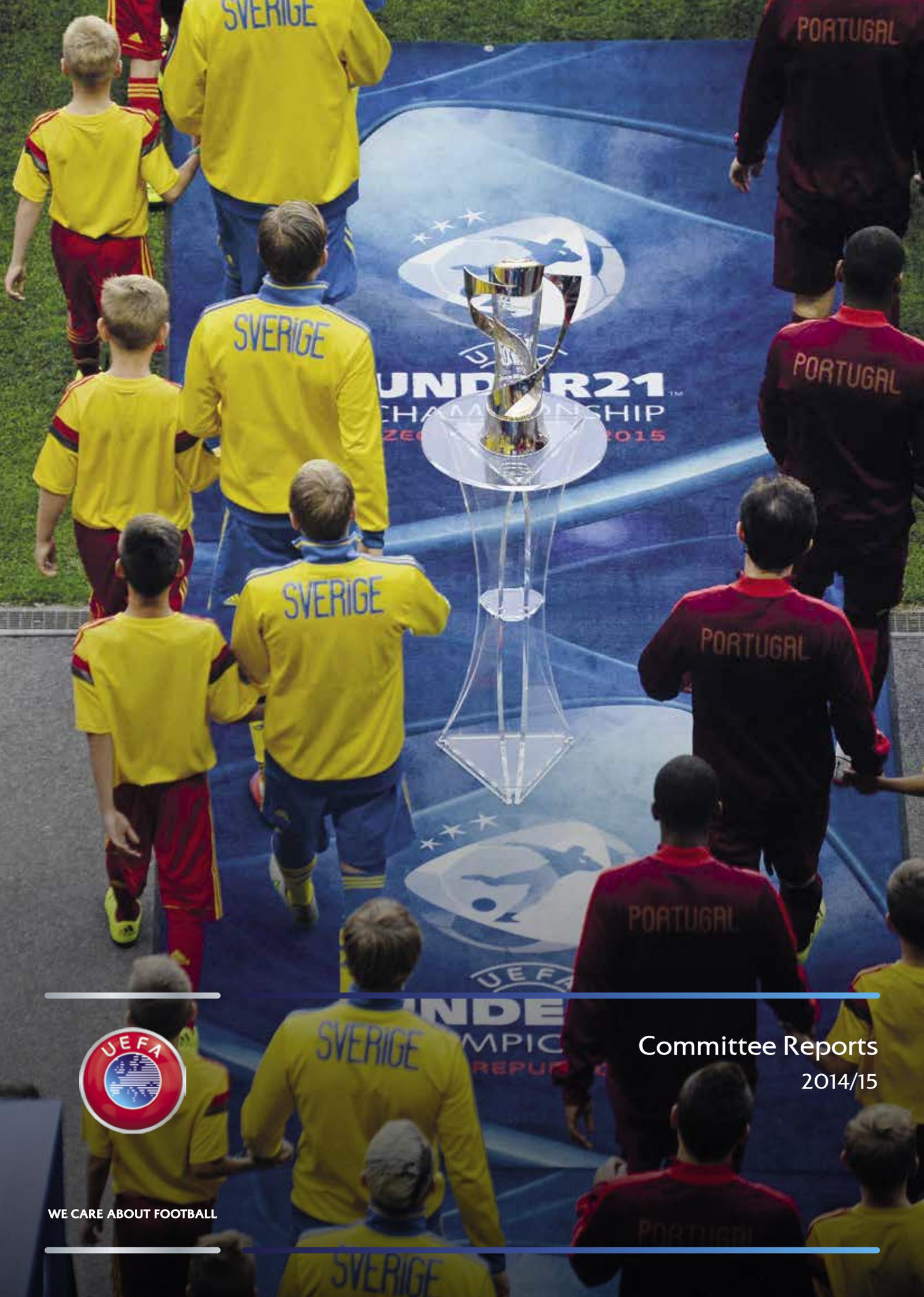
Şenes Erzik (Turkey)

Marios N. Lefkaritis (Cyprus)

Vitaly Mutko (Russia)

Wolfgang Niersbach (Germany)





Committee Reports
2014/15

National Associations Committee



The National Associations Committee primarily dealt with the outcomes of the 2014 round tables of UEFA's Top Executive Programme (TEP). The discussions focused, in particular, on football matters such as the UEFA national team competition cycles 2014–18 (European Qualifiers) and 2018–22 (UEFA Nations League). Other topics were HatTrick funding for 2016–20 (HatTrick IV) and football political matters such as governance, including UEFA governance topics (inclusion of stakeholders on the Executive Committee, for example) and FIFA-related issues. The committee provided feedback and direction regarding follow-up at the Congress in Vienna and at the TEP strategy meeting in Malta on 15/16 September 2015.

The latest developments in activities by European national associations and UEFA to assist associations outside Europe were also presented. Initiatives were organised with all of UEFA's sister confederations (in agreement with FIFA) over the course of 2014/15, in the fields of coaching, refereeing, governance, competitions, stadiums and security, marketing and more.

In addition to the above-mentioned topics, the committee was given updates on national association matters, including changes in top management, and on the good governance incentive scheme 2014/15.

Meeting: 12 February 2015

Composition

The following members left the committee during the 2014/15 season:

Marco Casagrande (Finland), Sándor Csányi (Hungary), Sergio Di Cesare (Italy), Şenes

Erzik (Turkey), Rotem Kamer (Israel), Adalbert Kassai (Romania), Sayan Khamitzhonov (Kazakhstan), Anatolii Konkov (Ukraine), Alex Miescher (Switzerland), Karl-Erik Nilsson (Sweden), Georgios Sarris (Greece) and Nikolay Tolstykh (Russia).

Composition of the committee on 1 July 2015

| | |
|---------------------------|---|
| Chairman: | Marios N. Lefkaritis (Cyprus) |
| Deputy Chairman: | Fernando Gomes (Portugal) |
| 1st Vice-Chairman: | Gregory Dyke (England) |
| 2nd Vice-Chairman: | Armand Duka (Albania) - new |
| 3rd Vice-Chairman: | Andrii Pavelko (Ukraine) - new |
| Members: | Ofer Eini (Israel) - new |
| | Virgar Hvidbro (Faroe Islands) |
| | Yerlan Kozhagapanov (Kazakhstan) - new |
| | Patrick Nelson (Northern Ireland) - new |
| | Hugo Quaderer (Liechtenstein) - new |
| | Charles Robba (Gibraltar) - new |
| | Kjetil P. Siem (Norway) |
| | Alexey Sorokin (Russia) - new |
| | Radu Visan (Romania) - new |
| | Servet Yardimci (Turkey) - new |
| | Dimitar Zisovski (FYR Macedonia) |
| Co-opted Members: | Noël Le Graët (France) |
| | Tomislav Karadžić (Serbia) - new |

Finance Committee

The Finance Committee held regular meetings during the period under review, as part of its duty to advise and support the Executive Committee on all financial matters for the benefit of European football.

UEFA's financial performance was monitored by comparing the budget with forecasts and actuals. These analyses were presented at each meeting. Other committees and the administration submitted ad hoc budget requests, which were decided on by the Finance Committee. It also thoroughly reviewed the budget for the financial year 2015/16 and submitted its recommendations to the Executive Committee. This budget included a major increase in revenue thanks to the 24-team EURO 2016 and the new club competitions cycle.

The external auditors performed their annual audit of UEFA and UEFA Events SA related to the 2014/15 financial statements, and UEFA's internal control system was also examined. Their report and recommendations were presented to and discussed by the committee. More information on finances can be found in the 2014/15 UEFA Financial Report.

Regular updates on UEFA's financial assets were presented to the committee, as was an overview of UEFA's property portfolio and counterpart risk management. The organisation continued to operate in a difficult environment, with interest rates close to zero for short-term money market investments. The committee continued to adhere to an investment strategy with a prudent approach.



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Meetings: 18 September and 20 November 2014, and 26 January, 22 March and 29 June 2015

Composition

The following member left the committee during the 2014/15 season: Mircea Sandu (Romania).

Composition of the committee on 1 July 2015

| | |
|-----------|---|
| Chairman: | Marios N. Lefkaritis (Cyprus) |
| Members: | Giancarlo Abete (Italy) David Gill (England) - new Allan Hansen (Denmark) Wolfgang Niersbach (Germany) |

Referees Committee

Since 2013 the Referees Committee has extended its education and development programmes to as wide a range of match officials as possible. The assistant referees' courses continued in 2014/15, with around 350 assistants attending specialist courses in the past two seasons. Getting to know so many assistant referees also helped the Refereeing Officers in appointing them to UEFA matches. Previously this was left almost exclusively to the national associations, but now UEFA appoints the assistant referees – and additional assistant referees – for all UEFA matches officiated by an elite category referee.

The Centre of Refereeing Excellence (CORE) has continued to go from strength to strength, with the benefits seen in each year's new crop of international referees. At the winter course in Athens in February, those new referees who had passed through CORE showed themselves to be better prepared on the whole than their non-CORE counterparts. For instance, the body fat percentages of the CORE alumni was on average lower than the non-CORE referees and all CORE alumni had sufficient knowledge of English. Consequently, the committee is confident that CORE is providing a return on investment to UEFA.

Another area of efficient investment in resources is in UEFA referee observer training. With over 200 observers assessing UEFA referees, it is important that their assessments are consistent and give the Referee Committee an accurate picture of the referees' performance. Since 2006 all UEFA referee observers have participated in a training course every two years. The third cycle of courses was completed in spring 2015.

Recognition of the Referee Committee's good work was born out with the appointment of European referees for the men's and women's World Cup finals in 2014 and 2015 respectively.



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Meetings: 12 December 2014 and 2 June 2015

Composition

The following members left the committee during the 2014/15 season: Şenes Erzik (Turkey), Jozef Marko (Slovakia) and Kurt Zuppinger (Switzerland).

Composition of the committee on 1 July 2015

| | |
|----------------------------------|---|
| Chairman: | Angel María Villar Llona (Spain) |
| Deputy Chairwoman: | Karen Espelund (Norway) |
| Chief Refereeing Officer: | Pierluigi Collina |
| Refereeing Officers: | Marc Batta Hugh Dallas |
| Members: | Dagmar Damková (Czech Republic) David R. Elleray (England) Herbert Fandel (Germany) Bo Karlsson (Sweden) Nikolay Levnikov (Russia) Vladimir Sajn (Slovenia) Jaap Uilenberg (Netherlands) Kyros Vassaras (Greece) |

National Team Competitions Committee

During the reporting period, the national team competitions cycle 2018–22 was the dominant theme for the National Team Competitions Committee. Several items concerning the EURO, the European Qualifiers and the Under-21 competition were also on the agenda.

Following the creation of the UEFA Nations League, the committee started to analyse future formats in more detail: it approved a number of competition principles regarding the newly born Nations League and the restyled European Qualifiers, and discussed how to optimise the remaining friendly matches, including their rights centralisation. The future of national team football will dominate the agenda of the next meetings and include questions such as scheduling parameters and draw criteria for EURO 2020, which will be played across 13 host countries.

The committee approved the procedures for the play-off draw on 18 October in Nyon and the final draw on 12 December in Paris. As the qualifying competition entered its final rounds, the preparations for EURO 2016 in France continued to be closely monitored.

With the 2018 World Cup preliminary draw on 25 July 2015, UEFA was required to issue the fixture list for the European teams the following day. Ahead of the St Petersburg events, the committee was therefore asked to approve the principles for the European Qualifiers 2016–18 fixtures. While for UEFA and its member associations the 2016–18 edition will be a continuation of the current European Qualifiers project, the UEFA-FIFA cooperation is highly innovative: the UEFA administration will be involved in operational matters concerning match preparations, but the final decision-making power stays with FIFA.

The committee monitored the preparation and staging of the European Under-21 Champion-

ship finals in the Czech Republic, which attracted over 160,000 spectators to the 15 matches, including a spectacular final attended by over 18,000 people. The current edition, which will culminate in Poland in 2017 with a first 12-team final tournament, also retained the committee's attention, since the reporting period included the bidding procedure, approval of the competition regulations and the qualifying draw.

Meetings: 25 September and 2 December 2014, and 6 May 2015

Composition

The following members left the committee during the 2014/15 season: Giancarlo Abete (Italy), Harry Been (Netherlands), Armand Duka (Albania), Alex Horne (England), Zoran Laković (Serbia), Campbell Ogilvie (Scotland) and Willy Sagnol (France).

Composition of the committee on 1 July 2015

| | |
|--------------------|---|
| Chairman: | Wolfgang Niersbach (Germany) |
| Deputy Chairman: | Sándor Csányi (Hungary) |
| 1st Vice-Chairman: | Geir Thorsteinsson (Iceland) |
| 2nd Vice-Chairman: | Mahmut Özgener (Turkey) |
| 3rd Vice-Chairman: | Miroslav Pelta (Czech Republic) |
| Members: | Jesper Møller Christensen (Denmark) - new Ludovic Debru (France) - new John Delaney (Republic of Ireland) Martin Glenn (England) - new Yngve Hallén (Norway) Rotem Kamer (Israel) - new Alfred Ludwig (Austria) Alan McRae (Scotland) - new Alex Miescher (Switzerland) - new Maciej Sawicki (Poland) Håkan Sjöstrand (Sweden) - new Michele Uva (Italy) - new Bert van Oostveen (Netherlands) - new Bjorn Vassallo (Malta) Damir Vrbanić (Croatia) |

Club Competitions Committee

The Club Competitions Committee's main achievement was the development of the new financial distribution system for the 2015–18 Champions League and Europa League cycle. The proposal recommended by the committee and approved by the Executive Committee makes significant changes to the system, which has been in operation since the club competitions' overhaul in 1999/2000. The main benefits are the fixed distribution ratio between the Champions League and the Europa League and enhanced solidarity.

Furthermore, the committee finished setting up the Youth League by analysing all the findings from the test phase and – considering the high level of satisfaction among all stakeholders – recommending a permanent format that includes 32 domestic youth champions alongside the U19 teams of the 32 clubs playing in the Champions League group stage.

Special attention was given to the regulations for the 2015–18 cycle, in particular the changes in the access list allowing the Europa League title holder direct access to the Champions League. The committee was also informed about the sales process for the new cycle, in particular with regard to the new centralisation of the Europa League.

As in previous years, the committee was regularly updated on the implementation of the Club Licensing and Financial Fair Play Regulations, including new settlement agreements with various clubs and the distribution of the withheld amounts to the clubs.

The committee also discussed fair play and respect on the field, reiterating that certain types of behaviour could tarnish the image of the game. The topic will be investigated further by UEFA.



Other matters discussed and agreed on included the match calendar for the 2015/16 season, calendar issues and clashes with domestic competitions, draw procedures for the 2014/15 knockout stages and the 2015/16 group stages, and financial matters such as surpluses, accounts for the finals and solidarity payments.

Finally, recommendations were made on the venues for the 2016/17 Champions League and Europa League finals and the Super Cup in 2017.

Meetings: 28 August 2014, and 3 March and 5 June 2015

Composition

The following members left the committee during the 2014/15 season:

Ian Ayre (England), Diogo de Paiva Brandão (Portugal) and Aušrys Labinas (Lithuania).

Composition of the committee on 1 July 2015

| | |
|--------------------|--|
| Chairman: | Fernando Gomes (Portugal) |
| Deputy Chairman: | David Gill (England) |
| Deputy Chairman: | Michael van Praag (Netherlands) |
| 1st Vice-Chairman: | Karl Hopfner (Germany) |
| 2nd Vice-Chairman: | Sofoklis Pilavios (Greece) |
| 3rd Vice-Chairman: | Andrea Agnelli (Italy) |
| Members: | Nasser Al-Khelaifi (France) - new Peter Fossen (Netherlands) Joan Gaspart (Spain) Theodore Giannikos (Greece) Bernhard Heusler (Switzerland) Peter Lawwell (Scotland) - new Pedro López Jimenez (Spain) Daniel Lorenz (Portugal) - new Nikola Prentić (Montenegro) - new |
| Co-opted Member: | Roger Vanden Stock (Belgium) |

Youth and Amateur Football Committee



The Youth and Amateur Football Committee proposed some changes to the system used to calculate the coefficient rankings for the European Under-17 Championship and the Maurice Burlaz Trophy as consequence of the increase from 8 to 16 teams in the U17 final round.

The committee also discussed and agreed that artificial turf could be used at UEFA youth and amateur final rounds, provided that the entire tournament is played on the same surface. Natural turf, nonetheless, remains the preferred playing surface.

The two men's youth final tournaments during the reporting period – the U19 tournament in Hungary in July 2014 and the 16-team U17 tournament in Bulgaria in May 2015 – were well organised and well attended. Several committee members participated as delegates in the two aforementioned tournaments and in the 2015 Regions' Cup in Dublin, Republic of Ireland. Furthermore, the committee monitored the preparations for the 2015 U19 tournament in Greece and for the 2016 events (U17 Azerbaijan and U19 Germany).

Regarding the Regions' Cup, the committee discussed the national qualifying competitions and player eligibility criteria and recommended

a reassessment of the competition concept based on the needs of the national associations.

Finally, the committee recommended the 2015/16 youth competition regulations for approval and acknowledged the Executive Committee's decision on the host associations for the 2017 and 2018 final rounds.

Meeting: 5 March 2015

Composition

The following members left the committee during the 2014/15 season:

Dennis Beiso (Gibraltar), Jim Boyce (Northern Ireland), Philip Gartside (England), Romeo Jozak (Croatia), Süheyl Önen (Turkey), Mircea Sandu (Romania), Ori Shilo (Israel), Carlo Tavecchio (Italy), Christian Teinturier (France) and Matthias Voigt (Liechtenstein).

Composition of the committee on 1 July 2015

| | |
|--------------------|---------------------------------------|
| Chairman: | Sándor Csányi (Hungary) |
| Deputy Chairman: | Grigoriy Surkis (Ukraine) |
| 1st Vice-Chairman: | Aivar Pohlak (Estonia) |
| 2nd Vice-Chairman: | Sergei Roumas (Belarus) |
| 3rd Vice-Chairman: | Armen Minasyan (Armenia) |
| Members: | Hans-Dieter Drewitz (Germany) |
| | Mustafa Erögüt (Turkey) - new |
| | Richard Havrilla (Slovakia) - new |
| | Trefor Lloyd Hughes (Wales) - new |
| | Christian Kofoed (Denmark) - new |
| | Yordan Letchkov (Bulgaria) - new |
| | Paul Lyon (Gibraltar) - new |
| | David Martin (Northern Ireland) - new |
| | Rudolf Marxer (Liechtenstein) - new |
| | Marcelino Maté (Spain) |
| | Ludovico Micallef (Malta) |
| | Savo Milošević (Serbia) |
| | Maurizio Montironi (San Marino) |
| | Joël Muller (France) - new |
| | Rudi Zavrl (Slovenia) |

Women's Football Committee

The Women's Football Committee closely monitored the 2014/15 Women's Champions League, which culminated in a final played in front of a sold-out 18,300 crowd in Berlin, with almost 5 million people also watching the match live on TV.

The committee also followed the preparations for and reviewed the final tournaments of the 2013/14 and 2014/15 European Women's U19 and U17 Championships.

The committee was presented with a technical evaluation of the Netherlands' bid to host Women's EURO 2017, as well as the technical evaluations of the bids received for the WU17 and WU19 final tournaments in 2017 and 2018, with the hosts subsequently appointed by the Executive Committee.

Asked to recommend qualification principles for the Women's Olympic Football Tournament, the committee confirmed that UEFA should be represented by the European teams that achieved the best results at the Women's World Cup 2015. It also recommended the play-off scenarios and principles that would come into play if the results of the Women's World Cup were inconclusive.

The committee discussed different options for the Women's Champions League and decided to concentrate its efforts on ensuring the best sporting balance under the current format. This produced a recommendation to extend access to a second club from the associations ranked 9 to 12 in the coefficient rankings. Discussions also started on the format of the qualifying competitions for Women's EURO 2017 and the Women's World Cup 2019, with the aim of avoiding extreme results and maintaining motivation.

The committee approved the European women's match calendars for 2015/16 and



2016/17 following new calendar principles discussed at the FIFA international women's calendar workshop and recommended the Regulations of the UEFA European Women's Championship 2015–17 for approval.

Last but not least, women's football development remained high on the agenda, especially development competitions, the Women's Football Development Programme and the Women in Football Leadership Programme.

Meetings: 2 September and 3 December 2014, and 16 February 2015

Composition

The following members left the committee during the 2014/15 season:

Michel D'Hooghe (Belgium), Susanne Erlandsson (Sweden), Clémence Ross (Netherlands) and Sergey Sidorovskiy (Russia).

Composition of the committee on 1 July 2015

| | |
|-----------------------------|---|
| Chairwoman: | Karen Espelund (Norway) |
| Deputy Chairman: | Allan Hansen (Denmark) |
| 1st Vice-Chairwoman: | Anne Rei (Estonia) |
| 2nd Vice-Chairwoman: | Hannelore Ratzburg (Germany) |
| 3rd Vice-Chairman: | Jasmin Baković (Bosnia and Herzegovina) |
| Members: | Minke Booij (Netherlands) - new Bernadette Constantin (France) - new Sue Hough (England) - new Monica Jorge (Portugal) Annelie Larsson (Sweden) - new Anne McKeown (Scotland) - new Nikola Mužiková (Czech Republic) - new Camelia Nicolae (Romania) - new Aleksandra Pejkovska (FYR Macedonia) Gudrun Inga Sivertsen (Iceland) Frances Smith (Republic of Ireland) Marina Tashchyan (Armenia) |

Futsal and Beach Soccer Committee

Futsal development and strategies to promote the indoor game remained at the heart of the Futsal and Beach Soccer Committee's discussions, on the basis that futsal should be benchmarked against other indoor sports and not football, of which it is not a competitor.

The committee supervised the bidding procedure and validated the technical evaluations of the bids submitted for the Futsal EURO 2018, which the Executive Committee awarded to Slovenia.

The Regulations of the 2015–16 European Qualifying Competition for the Futsal World Cup 2016 and the Regulations of the Futsal Cup 2016 were also recommended to the Executive Committee. Meanwhile, the committee received an update on the three main development projects being undertaken: the introduction of a futsal coaching diploma under the UEFA Coaching Convention; promotional flyers designed to increase and improve awareness of futsal; and the distribution of futsal balls to each UEFA member association.

The committee acknowledged and approved the 2015/16 futsal calendar and was informed that a new FIFA International Futsal

Match Calendar would be introduced on 1 January 2016, for the period 2016–20. This calendar would only include senior national team competitions.

Meeting: 20 January 2015

Composition

The following members left the committee during the 2014/15 season:

Giorgio Crescentini (San Marino), Sergey Fursenko (Russia), Gennady Lisenchuk (Ukraine), Elnur Mammadov (Azerbaijan), Edgars Pukinsks (Latvia) and Ferenc Ragadics (Hungary).

Composition of the committee on 1 July 2015

| | |
|--------------------|-------------------------------------|
| Chairman: | Borislav Mihaylov (Bulgaria) |
| Deputy Chairman: | Avraham Luzon (Israel) |
| 1st Vice-Chairman: | Petr Fousek (Czech Republic) |
| 2nd Vice-Chairman: | Fabrizio Tonelli (Italy) |
| 3rd Vice-Chairman: | Ilir Shulku (Albania) - new |
| Members: | Olzhas Abrayev (Kazakhstan) |
| | Emil Aliev (Russia) - new |
| | Alexandru Burlac (Moldova) - new |
| | Pedro Dias (Portugal) |
| | Zoltán Drucskó (Hungary) - new |
| | Boris Durlen (Croatia) |
| | Philippe Hertig (Switzerland) - new |
| | José Venancio López Hierro (Spain) |
| | Ciprian Paraschiv (Romania) - new |
| | Hans Schelling (Netherlands) |
| | Sergejus Slyva (Lithuania) - new |
| | Marco Tura (San Marino) - new |
| | Sergii Vladyko (Ukraine) - new |



HatTrick Committee

The HatTrick Committee has been working hard to ensure that UEFA's 54 member associations are given every assistance in moving forward in terms of infrastructure, administration, management and sporting development. The second edition of the HatTrick awards was launched in August 2014 and 11 nominations were submitted by 8 different associations. The categories are best investment project, best social project, best special project, best women's football development project and best host project (new). On the education front, the committee noted the excellent progress of the Certificate in Football Management (CFM), which has been run in national editions since 2013. A total of 28 editions have been assigned to 24 different national associations and interest in hosting the programme remains strong.

The committee was also kept up to date on new initiatives, namely the Football Law Programme, the Master for International Players and Captains of Change. The Captains of Change programme was launched in autumn 2014 to foster diversity within the management of European football. The first edition saw 14 diversity projects get off the ground, in 13 national associations and within UEFA, all aiming to make football more inclusive in terms of gender, sexual orientation, religion/ethnicity, disability or diversity in general.

The Women's Football Development Programme, meanwhile, is nearing the completion of its first four-year cycle (2012–2016) and the positive effects are already being felt, with an increase in both the number of registered players and staff dedicated to the women's game. UEFA is not alone in the endeavour – buy-in from other investors has produced a snowball effect of just under 100%. In 2014/15, the Free-Kicks initiative was added, to provide tailored support ranging from consultancy missions to coaching scholarships, and the third week-long edition of the Women in Football Leadership Programme was held, with 24 participants representing 22 different national associations, FIFPro and UEFA. The

committee received great feedback, showing that satisfaction was high among participants and the associations they represent.

HatTrick support in 2014/15 also encompassed practical assistance with regard to the improvement of pitches and floodlighting at venues hosting European Qualifiers matches. All in all, HatTrick II funds totalling €129,258,513 and HatTrick III funds totalling €140,271,500 have been allocated so far, in support of more than 320 projects, while 22 member associations have already used all or some of their HatTrick IV funds.

Meetings: 23 October (plenary) and 4 December 2014 (bureau), and 12 February (plenary), 23 March (bureau), 21 April (bureau) and 23 June 2015 (bureau)

Composition

The following members left the committee during the 2014/15 season:

Tomislav Karadžić (Serbia) – co-opted member, Gareth Latin (Gibraltar), Daniel Claudiu Prodan (Romania), Michael van Praag (Netherlands) and Servet Yardimci (Turkey).

Composition of the committee on 1 July 2015

| | |
|--------------------|--------------------------------------|
| Chairman: | Allan Hansen (Denmark) |
| Deputy Chairman: | Giancarlo Abete (Italy) |
| 1st Vice-Chairman: | Costakis Koutsokoumnis (Cyprus) |
| 2nd Vice-Chairman: | Leo Windtner (Austria) |
| 3rd Vice-Chairman: | Perti Alaja (Finland) |
| 4th Vice-Chairman: | Karl-Erik Nilsson (Sweden) - new |
| Members: | Azamat Aitkhozhin (Kazakhstan) - new |
| | Marie Barsacq (France) |
| | Mette Christiansen (Norway) - new |
| | Edvinas Eimontas (Lithuania) |
| | Stefan Hans (Germany) - new |
| | Neil Jardine (Northern Ireland) |
| | Michail Kassabov (Bulgaria) |
| | Jozef Kliment (Slovakia) |
| | Mirosław Malinowski (Poland) |
| | Vicente Muñoz Castillo (Spain) |
| | Sarah O'Shea (Republic of Ireland) |
| | Filip Popovski (FYR Macedonia) - new |
| | Sergei Safaryan (Belarus) |
| | Márton Vági (Hungary) |
| | Kurt Zuppinger (Switzerland) - new |
| Special Advisor: | Marios N. Lefkaritis (Cyprus) |
| | UEFA Executive Committee Member |

Development and Technical Assistance Committee

During the reporting period, the Development and Technical Assistance Committee supervised UEFA's technical education and development programmes. It approved the revision of the UEFA Coaching Convention and gave the green light to a study by Leeds Beckett University, designed to benchmark existing coach education structures, identify the associations' wants and needs, evaluate the effectiveness of the Coaching Convention and make recommendations for improvements. The committee will be kept informed of the results of the study in 2015/16, with added emphasis on reality-based learning, tutoring the tutors and further education just some of the recommendations expected to be implemented.

The committee also monitored the ongoing provision of specialised education for goalkeeping coaches, fitness specialists and futsal coaches, as well as the Pro licence student exchange programme. In addition, the committee supervised the first season of the new Study Group Scheme concept and received updates on its progress.

Committee members attended the FIFA-UEFA Conference for National Team Coaches in St Petersburg, Russia, where the excellent European performance at the World Cup was high on the list of technical topics.

In the grassroots field, the committee oversaw the introduction of the new UEFA Grassroots Charter criteria, the development of a best practice guide and the planning for a football in schools pilot programme.

Finally, the committee supported the provision of international development tournaments and targeted elite player programmes, regarding them as an excellent method of nurturing and developing young talent.



Meeting: 15 September 2014

Composition

The following members left the committee during the 2014/15 season:

Miodrag Belodedici (Romania), Sir Trevor Brooking (England), Boško Gjurovski (FYR Macedonia), Mikael Santoft (Sweden), Mordechai Shpigler (Israel) and Dušan Tittel (Slovakia).

Composition of the committee on 1 July 2015

| | |
|--------------------|--|
| Chairman: | Giancarlo Abete (Italy) |
| Deputy Chairwoman: | Karen Espelund (Norway) |
| 1st Vice-Chairman: | Paul Philipp (Luxembourg) |
| 2nd Vice-Chairman: | Janis Mežeckis (Latvia) |
| 3rd Vice-Chairman: | Nikolay Tolstykh (Russia) - new |
| Members: | Paul Allaerts (Belgium) - new |
| | Dan Ashworth (England) - new |
| | Dušan Bajević (Bosnia and Herzegovina) |
| | Karol Belanik (Slovakia) |
| | Bent Clausen (Denmark) |
| | Jerzy Engel (Poland) |
| | Mario Gjurginovski (FYR Macedonia) - new |
| | Ronen Herscho (Israel) - new |
| | Romeo Jozak (Croatia) |
| | Emil Kostadinov (Bulgaria) |
| | Lars Richt (Sweden) - new |
| | Dušan Savić (Serbia) |
| | Aurel Ticleanu (Romania) - new |
| | Hannu Tihinen (Finland) - new |
| | Fríðin Ziskason (Faroe Islands) - new |

Club Licensing Committee

The Club Licensing Committee met three times in 2014/15, the focus of each meeting being the approval of the 2015 edition of the Club Licensing and Financial Fair Play Regulations. The refining and strengthening of the regulations, which involved an extensive consultation process, has resulted in crucial developments aimed at further encouraging responsible investors and stakeholders to contribute to the strong and healthy growth of club football in Europe.

Positive results stemming from the financial fair play provisions were once again in evidence, with a drastic fall in losses by European clubs from more than €1.7bn in 2011 to slightly more than €400m in 2014, and the reduction of overdue payables from €57m in 2011 to €5m in 2015. This comes on the back of considerable work performed by the national associations in implementing the club licensing system and the Club Financial Control Body in overseeing the application of the rules, both of whom have had to take challenging decisions in terms of clubs not being admitted to competitions and various other sanctions.

The committee was pleased to note that the financial figures point towards a more stable and sustainable financial position for European clubs, underlining the fact that

financial fair play is now embedded in club strategies and is a fundamental consideration in all the key decisions they take.

Meetings: 12 November 2014, and 1 April and 1 June 2015

Composition

The following members left the committee during the 2014/15 season: Marco Brunelli (Italy), Peter Gilliéron (Switzerland), Steven Martens (Belgium) and Anatoly Vorobyev (Russia).

Composition of the committee on 1 July 2015

| | |
|----------------------|--|
| Chairman: | David Gill (England) |
| Deputy Chairman: | Michael van Praag (Netherlands) |
| 1st Vice-Chairman: | Jorge Pérez Arias (Spain) |
| 2nd Vice-Chairwoman: | Ivančica Sudac (Croatia) |
| 3rd Vice-Chairman: | Thomas Christensen (Denmark) |
| Members: | Roman Babaev (Russia) - new |
| | Bjarne Berntsen (Norway) |
| | Volodymyr Chorno-Ivanov (Ukraine) |
| | Ludvik Georgsson (Iceland) |
| | Jacques Lagnier (France) |
| | Eamon Naughton (Republic of Ireland) - new |
| | Nick Nicolaou (Cyprus) - new |
| | Kieran O'Connor (Wales) - new |
| | Peter Peters (Germany) |
| | Nenad Santrač (Serbia) - new |
| | Francesca Sanzone (Italy) - new |
| | Heinrich Schifferle (Switzerland) - new |
| | Johan Timmermans (Belgium) - new |
| | Milan Vojtak (Slovakia) - new |
| | Aleš Zavrl (Slovenia) |



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Stadium and Security Committee

The Stadium and Security Committee analysed incidents and trends in the first part of the 2014/15 season in the Champions League, Europa League and European Qualifiers.

Incidents continued to occur at a high number of matches in UEFA competitions and overall there had been an increase in the seriousness of the incidents recorded. Responsibility for incidents was spread across a wide cross-section of clubs and countries, although some had particularly bad records. UEFA's strong disciplinary response also resulted in a greater number of protests, mainly by 'ultras' groups.

The committee discussed the emerging threat to the safe and secure organisation of football events posed by the use of UAVs – unmanned airborne vehicles – commonly referred to as drones. It endorsed the steps taken by UEFA, which involved cooperation with partners at European level to support the development of an effective legal framework, circulation of guidance and good practices to clubs and national associations, awareness-raising activities aimed at staff and law enforcement agencies on the need for enhanced observation, and monitoring of the overall stadium environment.

The committee also endorsed various training initiatives, which it considers critical in supporting the action plans arising from joint consultative visits by UEFA and the Council of Europe. These proposed training programmes are based on an integrated approach to safety, security and service at football matches across Europe.

The UEFA stewards training programme was delivered to six national associations, and several more programmes were being planned during the reporting period. UEFA, the EU and other partners delivered a pan-European police training programme to over 350 police officers from 29 countries and a new programme of joint training for police and stadium managers was organised in

Cyprus (to be adapted for other national associations in due course).

Finally, the committee discussed and approved the joint work of UEFA, the EU think tank and the Council of Europe's standing committee on spectator violence. A new draft European Convention was agreed by all member countries of the Council of Europe and submitted for formal agreement by the Committee of Ministers, while the justice and home affairs ministers of the EU member states approved the three-year EU work programme to make football safe and secure, providing a series of measures designed to enable the EU expert group to work with UEFA and the Council of Europe on a number of important initiatives.

Meeting: 27 January 2015

Composition

The following members left the committee during the 2014/15 season:

Trygve Bornø (Norway), Gijs de Jong (Netherlands), Sune Hellströmer (Sweden), Trefor Lloyd Hughes (Wales), Odile Lanceau (France), Michał Listkiewicz (Poland), Avraham Luzon (Israel), Paddy McCaul (Republic of Ireland), Rudolf Marxer (Liechtenstein), Ansgar Schwenken (Germany) and Grigoriy Surkis (Ukraine).

Composition of the committee on 1 July 2015

| | |
|---------------------------|--|
| Chairman: | Michael van Praag (Netherlands) |
| Deputy Chairman: | František Laurinec (Slovakia) |
| 1st Vice-Chairman: | Elvedin Begić (Bosnia and Herzegovina) |
| 2nd Vice-Chairman: | David Griffiths (Wales) - new |
| 3rd Vice-Chairman: | Markku Lehtola (Finland) - new |
| Members: | Bert Andersson (Sweden) - new |
| | Donel Conway (Republic of Ireland) - new |
| | Jean-François Crucke (Belgium) |
| | Zoran Cvrk (Croatia) - new |
| | Josep Garcia (Andorra) - new |
| | Volodymyr Geninson (Ukraine) - new |
| | Cécile Grandsimon (France) - new |
| | Adrian Ixari (Moldova) - new |
| | George Koumas (Cyprus) |
| | Stephan Schippers (Germany) - new |
| | Giovanni Spitaleri (Italy) - new |
| | Raimondas Statkevičius (Lithuania) - new |

Medical Committee

The Medical Committee met to discuss and review numerous issues related to medicine, health and injuries in football. This included a review of the UEFA Elite Club Injury Study doctors' meeting in January 2015, which was hosted at UEFA headquarters, where doctors from elite clubs across Europe discussed the findings of the injury study, including key topics such as concussion and the potential effects of playing styles on injury prevalence. The UEFA injury study has been the world's leading source of scientific data on player injuries since its creation in 2001 and the number of clubs participating annually has increased to 32. In total, data on more than 12,000 injuries has been collected over this time, providing clubs with vital information on how to effectively prevent injuries.

Anti-doping discussions were also high on the agenda as the committee approved plans for what will be the most advanced anti-doping programme ever seen in European football, to be implemented in 2015/16. This will include implementation of steroid profiling through WADA's athlete biological passport, a strengthening of the rules on team and player whereabouts, long-term sample storage to permit the retrospective identification of prohibited substances, and a continuation of UEFA's comprehensive blood and urine testing programme (in and out of competition). Plans for what will be the largest ever anti-doping programme at a EURO tournament were also discussed and preparations for the pre-tournament testing programme will commence in advance of implementation in January 2016. Meanwhile, the committee discussed and approved the medical concept for EURO 2016.

The committee also heard reports on preparations for the third and final workshop in the Football Doctor Education Programme, which took place in Budapest in April 2015.



With one representative from each of UEFA's 54 member nations, completion of the course and its associated e-learning modules will see a first group of doctors trained in football-specific medical issues, such as resuscitation, head injuries, injury treatment and diagnosis, psychology, nutrition, recovery and rehabilitation, which will help to improve player safety across UEFA and domestic competitions. The course has been created by medical experts across Europe and its content is of such a high standard that it will be used by the medical publisher Thieme later this year to produce an encyclopaedia of football medicine knowledge.

Meetings: 1 September 2014 and 4 March 2015

Composition

The following members left the committee during the 2014/15 season:

Jim Boyce (Northern Ireland), Prof. Jan Ekstrand (Sweden), Prof. Andrea Ferretti (Italy) and Dr Mogens Kreutzfeldt (Denmark).

Composition of the committee on 1 July 2015

| | |
|-----------------------------|--|
| Chairman: | Dr Michel D'Hooghe (Belgium) |
| 1st Vice-Chairwoman: | Dr Helena Herrero (Spain) |
| 2nd Vice-Chairman: | Dr José Henrique Jones (Portugal) |
| 3rd Vice-Chairman: | Prof. Pierre Rochcongar (France) |
| Members: | Dr Zoran Bahtijarević (Croatia) - new Dr Ian Beasley (England) Prof. Mehmet S. Binnet (Turkey) Dr Ioannis Economides (Greece) Dr Magnus Forsblad (Sweden) - new Dr John Maclean (Scotland) - new Dr Tim Meyer (Germany) Dr Juan Carlos Miralles (Andorra) Dr Piero Volpi (Italy) - new |

Players' Status, Transfer and Agents and Match Agents Committee

The Players' Status, Transfer and Agents and Match Agents Committee was informed about the latest amendments to the FIFA Regulations on the Status and Transfer of Players, effective as from 1 August 2014, and on the FIFA Regulations on Working with Intermediaries, which replaced the FIFA Players' Agent Regulations as from 1 April 2015.

The committee was updated on the recommendations made to FIFA by the Professional Football Strategy Council on transfer-related matters and the implementation of the Autonomous Agreement on minimum requirements for player contracts, as executed by the stakeholders of European football in Brussels on 19 April 2012. The committee was further updated on the recent case law of the Court of Arbitration for Sport (CAS) on international transfers of minors and on the procedural aspects of proceedings before the FIFA Players' Status Committee and the FIFA Dispute Resolution Chamber.

Finally, a presentation was given to the committee with regard to the applicability of the FIFA international transfer rules to women's football. Specifically, the committee was informed about the only ruling that has been issued in this area so far by the FIFA Dispute Resolution Chamber, which decided that, at least for the time being, a training compensation system cannot be applied to women's football since the circumstances are materially different to those applicable in the men's game.

Meeting: 12 November 2014

Composition

The following members left the committee during the 2014/15 season:

Christian Andreasen (Faroe Islands), Ruben Hayrapetyan (Armenia) and Tervel Zlatev (Bulgaria).

Composition of the committee on 1 July 2015

| | |
|--------------------|--------------------------------------|
| Chairman: | František Laurinec (Slovakia) |
| Deputy Chairman: | Angel María Villar Llona (Spain) |
| 1st Vice-Chairman: | Sergey Pryadkin (Russia) |
| 2nd Vice-Chairman: | Marco Casagrande (Finland) - new |
| 3rd Vice-Chairman: | Mario Gallavotti (Italy) - new |
| Members: | Darren Bailey (England) - new |
| | Oleksandr Bandurko (Ukraine) - new |
| | Róbert Barczy (Hungary) - new |
| | Thomas Hollerer (Austria) |
| | Sergei Ilyich (Belarus) |
| | Pavel Kolev (Bulgaria) - new |
| | Paulo Lourenço (Portugal) |
| | Rod Petrie (Scotland) |
| | Henrik Ravnild (Denmark) |
| | Jean-Jacques Schonckert (Luxembourg) |
| | Peter Stadelmann (Switzerland) - new |
| | Łukasz Wachowski (Poland) - new |



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Legal Committee

The Legal Committee was updated on the revision process of the FIFA Standard Statutes and supported the view that only a limited number of key principles need to be reflected in the statutes of national associations. For the rest, and in order to preserve the organisational autonomy of the associations, the provisions of the FIFA Standard Statutes should be considered as recommendations only.

The committee was also informed about the FIFA Regulations on Working with Intermediaries, which replaced the FIFA Players' Agent Regulations as from 1 April 2015, and about a new draft FIFA Regulations on Leagues and Competitions with Participating Clubs from Different Associations.

The committee was updated on the various club licensing, financial fair play and match-fixing cases dealt with by the Club Financial Control Body, the UEFA disciplinary bodies and the Court of Arbitration for Sport (CAS) during the 2014/15 season. It was also informed of the measures taken by UEFA in the fight against match-fixing and with regard to online betting issues related to EURO 2016.



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Finally, the committee was updated on the latest edition of the FIFA Regulations Governing International Matches and agreed that international friendly tournaments played on the territory of a UEFA member association, involving no more than eight teams composed of players aged 16 and under and lasting no more than one week should be authorised by the associations concerned and no longer by UEFA.

Meeting: 13 November 2014

Composition

The following members left the committee during the 2014/15 season:

Chris Bonett (Malta), Jesper Møller Christensen (Denmark), František Laurinec (Slovakia), Alan McRae (Scotland), Amir Navon (Israel), Peter Stadelmann (Switzerland) and Theo Zwanziger (Germany).

Composition of the committee on 1 July 2015

| | |
|--------------------|--|
| Chairman: | Ángel María Villar Llona (Spain) |
| Deputy Chairman: | Peter Gilliéron (Switzerland) |
| 1st Vice-Chairman: | François de Keersmaecker (Belgium) |
| 2nd Vice-Chairman: | Aleksander Čeferin (Slovenia) |
| 3rd Vice-Chairman: | Christian Andreasen (Faroe Islands) - new |
| Members: | Efraim Barak (Israel) - new Mark Boetekees (Netherlands) - new Artan Hajdari (Albania) Herbert Hübel (Austria) Vladimir Iveta (Croatia) Nebojša Ivković (Serbia) - new Ainar Leppänen (Estonia) Luca Miranda (Italy) - new Krzysztof Malinowski (Poland) - new Ramish Maliyev (Azerbaijan) - new Kristen Malmsten (Sweden) Andrew McKinlay (Scotland) - new Borislav Popov (Bulgaria) |

Marketing Advisory Committee



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The Marketing Advisory Committee's main focus in the reporting period was national team football, specifically the European Qualifiers and future Nations League.

Regarding the European Qualifiers, the committee received a commercial update on sponsorship, licensing and media rights, followed by an update from adidas, and on TV production, including the issue of the centralised visual identity and cooperation from broadcasters. The committee expressed its enthusiasm for UEFA's work on the competition to date, which was already bearing fruit.

Looking ahead to 2018–22, the future Nations League format, calendar and media rights programme were presented. The commercial regulations for the European Qualifiers and Nations League were also reviewed and given the green light.

The committee received regular updates on EURO 2016, specifically the ongoing sale of media rights and sponsorship (including European Qualifiers-EURO bundles), the latest brand developments, and the TV production facilities for the event.

The update on the 2015–18 club competitions cycle included a commercial update on the Champions League and Europa League, with particular attention paid to Champions League promotional activities. The new visual identities of both competitions were presented through visuals and the latest opening sequences.

Other topics presented to and discussed by the committee during the reporting period included the UEFA Digital Platform, the Champions League Experience concept and the launch of UEFA.tv.

Last but not least, the committee received an update on the KISS programme, which the chairman reiterated was a fantastic programme that had evolved well over the years.

Meetings: 26 August 2014 and
26 February 2015

Composition

The following members left the committee during the 2014/15 season:

Emre Alkin (Turkey), Sergey Fursenko (Russia), Florence Hardouin (France) and Kuanysh Kanapyanov (Kazakhstan).

Composition of the committee on 1 July 2015

| | |
|--------------------|---------------------------------|
| Chairman: | Grigoriy Surkis (Ukraine) |
| Deputy Chairman: | Davor Suker (Croatia) - new |
| 1st Vice-Chairman: | Guntis Indriksons (Latvia) |
| 2nd Vice-Chairman: | Ján Kováčik (Slovakia) |
| 3rd Vice-Chairman: | Stewart Regan (Scotland) |
| 4th Vice-Chairman: | Tiago Craveiro (Portugal) |
| Members: | Alexandr Alaev (Russia) - new |
| | Razvan Burleanu (Romania) - new |
| | Ioannis Farfarelis (Greece) |
| | Jonathan Ford (Wales) |
| | Atanas Furnadzhiev (Bulgaria) |
| | Javid Garayev (Azerbaijan) |
| | Kardaş Kadir (Turkey) - new |
| | Ilija Kitić (Slovenia) - new |
| | Denni Strich (Germany) |
| | Dušan Svoboda (Czech Republic) |
| | Stuart Turner (England) |
| | Askar Urankhbayev (Kazakhstan) |
| | - new |
| | François Vasseur (France) - new |

Media Committee

The Media Committee received updates on a series of activities, ranging from media operations for the 2015–18 club competitions cycle to the Best Player in Europe awards and a review of the two club press officer forums staged in 2014/15.

The committee considered the new approach to media operations in the Champions League, which will see the role of the media officer and the venue operations and broadcast managers merged for most matches, although in certain circumstances the option to have a separate media officer remains available.

In terms of the annual men's and women's best player awards, which the UEFA President presents during the Champions League group stage draw in Monaco, an overview was provided by Rainer Holzschuh, the president of European Sports Media (ESM), UEFA's awards partner. There was much feedback from the committee, which received assurances that UEFA and ESM were jointly reviewing all aspects of the project, with a view to constantly raising the profile of these relatively new awards.

The committee received a presentation on two forums that took place during the 2014/15 season. The first, which was kindly hosted by the English Football Association in Wembley, brought together the club press officers involved in the Champions League and Europa League group stage. Held around the international matchdays in September 2014, 71 of the 80 clubs were present. The main topic addressed was the need to ensure continued cooperation on various media matters, between the clubs themselves and with UEFA. The second forum, which involved the clubs in the Champions League knockout phase, took place in Nyon in January 2015, and the topic in focus was social media opportunities. The committee also heard that,

in the 2015/16 season, four press officers from Women's Champions League clubs were going to participate in the September workshop.

Other presentations and discussions concerned UEFA's publications audit and the upcoming Young Reporters Programme, a joint initiative by UEFA and the International Sports Press Association (AIPS), which will be rolled out at the European Under-21 Championship finals in 2015. Finally, the committee reiterated its support for UEFA's No to Racism campaign and the organisation's continued efforts to tackle discrimination.

Meeting: 3 February 2015

Composition

The following members left the committee during the 2014/15 season:

Adrian Bevington (England), Thórir Hákonarson (Iceland), Mamuka Kvaratskhelia (Georgia), Armen Melikbekyan (Armenia), Alex Manfré (Malta), Patrick Nelson (Northern Ireland) and Antonello Valentini (Italy).

Composition of the committee on 1 July 2015

| | |
|--------------------|---|
| Chairman: | Avraham Luzon (Israel) |
| Deputy Chairman: | Wolfgang Niersbach (Germany) |
| 1st Vice-Chairman: | Roland Ospelt (Liechtenstein) |
| 2nd Vice-Chairman: | Nicolai Cebotari (Moldova) |
| 3rd Vice-Chairman: | Momir Djurdjevac (Montenegro) |
| Members: | Janusz Basalaj (Poland) |
| | Onofre Costa (Portugal) |
| | Matej Damjanović (Bosnia and Herzegovina) - new |
| | Márton Dinnyés (Hungary) - new |
| | Otar Giorgadze (Georgia) - new |
| | Antonios Karpetopoulos (Greece) |
| | Tony Paeffgen (Lithuania) |
| | Heather Rabbatts (England) - new |
| | Tomaž Ranc (Slovenia) |
| | Stiliyan Shishkov (Bulgaria) - new |

Fair Play and Social Responsibility Committee

Under the overarching Respect theme and with the well-being of children in mind, the Fair Play and Social Responsibility Committee endorsed numerous projects run by UEFA, its social responsibility partners and member associations in 2014/15, in the strategic fields of peace and reconciliation, football for all abilities, health, anti-racism and discrimination, the environment and football for development. Many of the projects were integrated into UEFA events and competitions. The season highlights were the September pan-European Respect Diversity conference in Rome, organised by UEFA, the Italian Football Federation and Football against Racism in Europe network (FARE), and the December seminar in Amsterdam on Institutional Discrimination, organised in conjunction with the Royal Netherlands Football Association and FARE.

UEFA competitions, in particular the Champions League and Europa League, again provided the perfect platform for the No to Racism campaign, supported by many top female and male players. The committee also endorsed the second UEFA Football and Social Responsibility Report, which looked back on the 2013/14 season, and the 'one year to go' social responsibility and sustainability report on EURO 2016.

Also in 2014/15, five foundations supported by members of the football family received UEFA support within the Football First/We Care portfolio, and the European Amputee Football Federation joined the Football for All Abilities partnership portfolio, alongside the IBSA (blind football), the EDSO (deaf football), CP Football (for players with cerebral palsy), the EPFA (powerchair football) and Special Olympics (SO). All six members received UEFA support to increase grassroots opportunities.

The committee received updates on the ongoing dialogue with the European fan movement on

ticket pricing, security, disciplinary matters, access for all and more, and approved support for seven UEFA member association diversity and anti-discrimination projects. Another four member associations were allocated natural disaster grants totalling €1.8m.

Finally, the committee closely followed the FARE observers scheme. Observers monitored 113 UEFA club competition matches and filed 47 reports on discriminatory incidents, which resulted in 27 sanctions imposed on 20 clubs by the Control, Ethics and Disciplinary Body. A further 30 EURO 2016 qualifiers were monitored, resulting in 19 reports and 7 sanctions imposed on 5 member associations.

Meetings: 20 August (bureau) and 23 October 2014, and 28 April 2015

Composition

The following members left the committee during the 2014/15 season:

Michel Dumoulin (Belgium), David Griffiths (Wales), Jonathan Hall (England) and Domenti Sichinava (Georgia).

Composition of the committee on 1 July 2015

| | |
|--------------------|--|
| Chairman: | Peter Gilliéron (Switzerland) |
| Deputy Chairman: | Allan Hansen (Denmark) |
| 1st Vice-Chairman: | Norman Darmanin Demajo (Malta) |
| 2nd Vice-Chairman: | Elkhan Mammadov (Azerbaijan) |
| 3rd Vice-Chairman: | Georgios Gkirtzikis (Greece) - new |
| Members: | Klara Bjartmarz (Iceland) - new |
| | Milovan Djukanovic (Montenegro) - new |
| | Paul Elliott (England) - new |
| | Ekaterina Fedyshina (Russia) |
| | Gül Keskinler (Germany) - new |
| | Conrad Kirkwood (Northern Ireland) - new |
| | Fiona May (Italy) - new |
| | Eduard Prodani (Albania) |
| | Edgars Pukinsks (Latvia) - new |
| | Teresa Romao (Portugal) - new |
| | Charles Schaack (Luxembourg) |
| | Gaston Schreurs (Belgium) - new |
| | Phivos Vakis (Cyprus) |
| | Johan van Geijn (Netherlands) |

Football Committee

The Football Committee's discussions spanned national team competitions, club competitions, the Youth League, the Laws of the Game and promotion of UEFA competitions.

The committee expressed a positive view on the benefits brought about by the 'Week of Football' concept and strongly supported the introduction of the Nations League, which will create more meaningful matches without adding fixtures to the international calendar.

The committee was presented with key regulatory changes for the 2015–18 club competitions cycle, including the expiry of yellow cards after the quarter-finals, the home club deciding on pitch watering, the Europa League title holder qualifying automatically for the Champions League, and the new seeding principles for the Champions League group stage draw.

The committee engaged in constructive discussion on topics relating to the Laws of the Game, the main outcomes of which were:

- agreement that player behaviour must be tackled, though there were mixed opinions on whether the sin bin is the solution;

- opposition to the current triple punishment for denying goalscoring possibilities and agreement on the need for it to be reviewed by IFAB;
- acknowledgment of the challenges assistant referees face when making offside decisions;
- support for the introduction of additional substitutions in extra time to help prevent injuries without delays or disruptions to the game;
- consensus that a player who receives a yellow card for committing a reckless foul that causes injury should leave the field of play until the injured opponent re-enters.

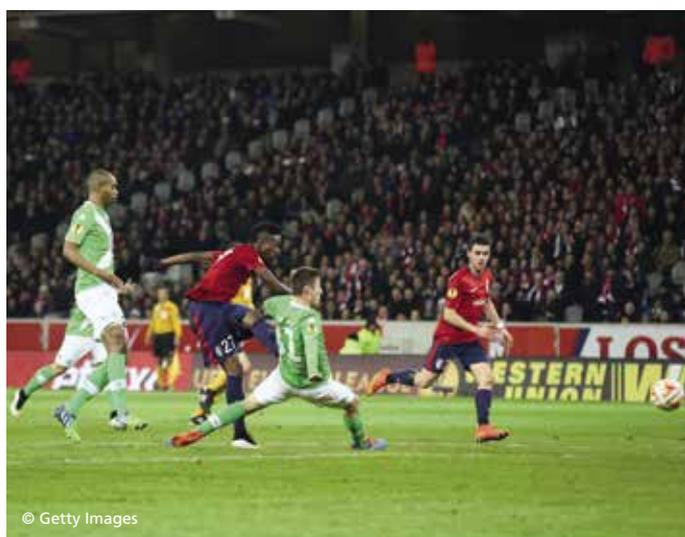
Finally, the committee unanimously recommended the extension of the 100 caps award to women's as well as men's football.

Meeting: 19 November 2014

Composition

The following members left the committee during the 2014/15 season:

Dan Ashworth (England), Julius Kvedaras (Lithuania), Anton Ondruš (Slovakia) and Mircea Sandu (Romania).



Composition of the committee on 1 July 2015

| | |
|--------------------|--|
| Chairman: | Davor Šuker, Croatia |
| Deputy Chairman: | Borislav Mihaylov, Bulgaria |
| 1st Vice-Chairman: | Pavel Cebanu, Moldova |
| 2nd Vice-Chairman: | Dejan Savičević, Montenegro |
| 3rd Vice-Chairman: | Zbigniew Boniek, Poland |
| 4th Vice-Chairman: | Luís Figo, Portugal |
| Members: | Demetrio Albertini, Italy Matt Crocker, England - new Ivan Ćurković, Serbia Ilcho Gjorgjioski, FYR Macedonia Faruk Hadžibegić, Bosnia and Herzegovina Anghel Iordanescu, Romania - new Tibor Nyilasi, Hungary Fernando Ruiz Hierro, Spain Helmut Sandrock, Germany - new Alexey Smertin, Russia - new |
| Special Advisor: | Pierluigi Collina UEFA Chief Refereeing Officer |



II. Report of the UEFA
Administration
1 July 2014 – 30 June 2015



FOREWORD

The 2014/15 administrative year at UEFA was one in which we looked to promote our key values while protecting the game we all love and developing the foundations for an even brighter future. We can be proud of what has been achieved.

A solid framework has been built for the short, medium and long-term futures of national team football, not only at senior level but also in the youth game, given the continual flourishing of development tournaments and the implementation of an elite youth development programme that promises to be the cornerstone of the sport across our 54 member associations.

The environment for football's development to be sustainable also needs to be safeguarded, and we have worked on a strong legal framework to make sure that happens. Discussions regarding legislation on third-party ownership (TPO) of players have been ongoing and disciplinary sanctions for instances of racism and crowd disturbances have brought tangible success.

We crave the same level of achievement from our role in the reform of the world governing body, FIFA, which we are proud to be a part of. It is important for the governance of football to be transparent and to infuse confidence in its ability to benefit the sport as a whole at all levels. Those responsibilities are among ours to tackle, as is the impact of football on wider society, on which we have made significant strides over the course of the year, including through the creation of the UEFA Foundation for Children.

Our competitions give us a sizeable stage from which to share positive messages, and in themselves have gone through significant changes over the course of the year. This report gives an overview of 12 months of



dedication and hard work, and hopefully compresses it into a readable, accurate and transparent account of UEFA's progress.

Gianni Infantino

UEFA administration 2014/15

Gianni Infantino (General Secretary)

Directors:

Theodore Theodoridis (Deputy General Secretary and National Associations Director)

Alasdair Bell (Legal Affairs)

Stéphane Igolen (Services and Management)

Josef Koller (Finance)

Giorgio Marchetti (Competitions)

Martin Kallen (UEFA Events SA – Operations)

Guy-Laurent Epstein (UEFA Events SA – Marketing)

National team competitions

European Football Championship

A period that started with European success in the World Cup finals in Brazil went on to define an exciting future for national team football. The launch of the European Qualifiers added an extra layer of UEFA involvement into qualifying matches that is set to extend into further national team competitions in the future, while the venues for EURO 2020 were announced at a ceremony in Geneva.

The fixtures already mapped out in Nice in February 2014 on the road to France for the largest-ever European Football Championship final tournament, final preparations were made off the field ahead of the first matchdays, with the competition manual supplementing the provision of support to member associations playing the first matches under the new format in September 2014.

While awaiting the identity of the 23 national teams who will join hosts France at the tournament in summer 2016, the technical procedures for both the play-off and final draws were finalised and UEFA match director appointments were made.

The European Football Championship will celebrate its 60th anniversary in 2020 and the festivities will take in all four corners of the continent after the appointment of 13 host cities for the final tournament at a ceremony in Geneva in September 2014. The voting process was divided into four separate phases, starting with the selection of London's Wembley Stadium as the venue for the semi-finals and final by acclamation after Munich had withdrawn its bid prior to the vote.

The Bavarian city topped the second phase of voting for the venues which will stage one quarter-final and three group matches, joined

by Baku (Azerbaijan), St Petersburg (Russia) and Rome (Italy). Copenhagen (Denmark) and Bucharest (Romania) came out top in the third phase, where venues for one round of 16 fixture and three group matches were selected in each of the geographical zones from which venues had not already been selected in the first two rounds of voting. In the fourth and final phase of voting, Amsterdam (Netherlands), Dublin (Republic of Ireland), Bilbao (Spain), Budapest (Hungary), Brussels (Belgium) and Glasgow (Scotland) also earned the right to host one round of 16 fixture and three group matches.

The tournament format for 2020 left several countries celebrating hosting rights that they may not have been able to procure alone, but it was not the only way through which UEFA brokered closer relations with its member associations over this period with regard to national team football. Due to the centralisation of rights in the European Qualifiers, UEFA is involved for the first time in the organisation of European qualifying matches for the World Cup, namely those which will decide the continent's participants in the 2018 World Cup in Russia. So fine-tuning the cooperation with FIFA was an important part of the year's work, as were preparations for publishing the European Qualifiers fixture list right after the draw in St Petersburg in July 2015.

Planning for future cycles of the European Qualifiers and the new UEFA Nations League was fine-tuned through discussion with the national associations at TEP (Top Executive Programme) round-table meetings, from which various technical recommendations were delivered to the Executive Committee. Meanwhile, concepts were drafted for the



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centralisation of national-team friendlies for the period from 2018 to 2022 and a presentation delivered to the general secretaries of UEFA's sister confederations on national team matches and related friendly-match opportunities over the same period. This work underlined UEFA's approach to national team football over the period: to improve the status and quality of sporting competition to create the conditions for it to expand its market value and appeal for the benefit of all national associations.

Further afield, calendar options for the 2022 World Cup were on the agenda and meetings were held with the EPFL (European Professional Football Leagues), the ECA (European Club Association) and world players' union FIFPro to discuss and align the European position. UEFA was among the parties represented in the FIFA task force that drew up a proposal for the International Match Calendar 2018–24, including the winter period for the 2022 World Cup in Qatar.

European Under-21 Championship

Undoubtedly the highlight of the final quarter of the year in national team competitions was the European Under-21 Championship final tournament, staged in the Czech Republic.

An average of almost 11,000 spectators attended each match. That meant an aggregate total of 163,000 fans witnessed the matches live, including an impressive 18,886 who gathered at the final in Prague to see Sweden's first-ever win at this level, secured against Portugal in a penalty shoot-out. Meanwhile, Poland was selected to host the finals of the 2015–17 competition, when the number of teams that reach the final tournament will rise from 8 to 12.

Women's football

Expansion had also been confirmed for UEFA Women's EURO, with the final tournament of the 2015–17 edition to feature 16 teams, four more than in Sweden in 2013. The Royal Netherlands Football Association was confirmed as the host nation by the Executive Committee in December 2014, and the qualifying matches started in April 2015 with a record field of 47 national teams entering the competition, including Andorra for the first time at senior level. Information and materials were sent to the participating teams and the match schedule was due to be defined in the first quarter of 2015/16.

Exposure to women's football was boosted in a Women's World Cup year that included eight European teams among the 24-team field for the final tournament in Canada. With one eye on the continued development of the women's game, match calendars were worked on and agreed for 2015/16, and UEFA representatives attended a women's football workshop in Zurich.

Futsal

Future editions of the futsal national team competition have been successfully mapped out, with work ongoing to prepare Futsal EURO 2016 in Belgrade, and Serbia and Slovenia appointed to co-host the final tournament two years later. The 2014 edition had shown significant development "at all levels" according to UEFA technical observer Javier Lozano and, keen not to lose momentum, UEFA produced 40,000 promotional futsal flyers as part of its futsal development programme and distributed them to its member associations in a drive to ensure that such progress continues.

Youth football

UEFA's dedication to the development of youth football at all levels was emphasised across a range of projects during the year, and forward strides reflected in the quality of the youth tournaments for national teams. Organisation



of the Under-17 and Under-19 championships brought the usual array of qualifying mini-tournaments, site visits and draws, with most of the draws taking place at UEFA's headquarters in Nyon, apart from those for the final rounds, which offered great promotional opportunities for raising awareness of the tournaments in the host countries.

Aside from its official youth competitions, UEFA also sponsors youth development tournaments, 26 of which took place at Under-16 level (14 for boys' teams, with each of UEFA's member associations participating, and 12 for girls' teams, with 48 nations involved). Giving young players essential game time against international opposition, the tournaments bridge the gap between the U14/ U15 and U17 age groups, when UEFA's national team competitions get under way in earnest.

European Under-19 Championship

Hungary returned to centre stage from 19 to 31 July 2014 when hosting the 13th final tournament of the European Under-19 Championship, an event the hosts had staged 24 years before when it was still an Under-18 competition. Twelve of the 15 matches were broadcast live on Eurosport and more than 32,000 spectators watched the action live, at an average of over 2,140 per match; not insignificant given the vastly contrasting weather conditions in which the matches were played.

Barely 18 days after his country's senior national team had lifted the World Cup trophy in Brazil, Niklas Stark collected the trophy for Germany at Szusza Ferenc Stadion in Budapest, courtesy of a 1-0 win over Portugal, secured by a first-half goal from right-winger Hany Mukhtar. Portugal had made it to the showpiece thanks to a penalty shoot-out win in the semi-finals against Serbia, who were



competing in no less than their fourth successive European Under-19 final tournament. Their achievements in Hungary were enough to earn them a berth at the U-20 World Cup in New Zealand, where Nemanja Maksimović popped up in extra time of the final to score the goal that shocked Brazil and earned Serbia winners medals at Auckland's North Harbour Stadium.

By that time, preparations were already at an advanced stage for the 2014/15 finals in Greece, where tournament ambassador Giorgos Karagounis assisted with the final round draw in Katerini.

European Women's Under-19 Championship

The Netherlands were the first team to get their hands on the newly designed European Women's Under-19 Championship trophy when they added another notable milestone to a significant year for women's football in their country with a 1-0 win over Spain.



The tournament came at a time of record-breaking high temperatures in Norway, resulting in water breaks being required during a high percentage of the matches played. Six stadiums hosted the matches – all in the Oslo region – culminating in the final at Ullevaal, attended by 4,054 spectators. Vivianne Miedema shot herself to stardom by scoring the defining goal in the final in a year in which the Dutch senior team had made it to the Women’s World Cup for the first time and the Netherlands had landed the hosting rights for Women’s EURO 2017.

Jarmo Matikainen, one of the members of UEFA’s technical team at the final tournament, noted that “the tournament demonstrated that girls’ football in this age group is edging closer and closer to the senior game”, a development reflected in the growing strength of women’s Under-19 teams across Europe, which left the Netherlands failing to qualify for the next final tournament in Israel. During the period under review, in addition to preparations for the tournament in Israel, a site visit also took place in Slovakia, which will stage the final round of the 2015/16 European Women’s Under-19 Championship.

European Under-17 Championship

There was a very different feel to the European Under-17 Championship final tournament in Bulgaria, which was the first since 2002 to feature 16 teams. The need to determine Europe’s six representatives at the U-17 World Cup meant that the four losing quarter-finalists went into two play-off ties to decide who would join the semi-finalists in Chile later that year, meaning an increase in matches from 15 in Malta the previous season to 33 in Bulgaria.

The Bulgarian Football Union met the challenges of staging the enlarged tournament well, hosting all of the delegations at one hotel complex in the Black Sea resort of Pomorie and staging ten of the group matches as double-headers. The crowds responded accordingly, with 11,684 turning up to enjoy Bulgaria’s opener against Croatia, and over 14,000 at the final, when France produced an outstanding display to beat Germany 4-1 and, in doing so, won the trophy for the second time.

Played from 6 to 22 May 2015, the tournament gave some valuable exposure to youth football in Bulgaria, which ambassador Stiliyan Petrov admitted was “very important so that next time we play in a tournament like this, we can show everybody that we’re working well and moving forward”. Planning for the final round of the 2015/16 edition in Azerbaijan also moved ahead.

European Women’s Under-17 Championship

2014/15 saw the European Women’s Under-17 Championship return to its usual slot in the annual calendar, having been brought forward in 2013/14 in order to determine the European qualifiers for the 2014 U-17 Women’s World Cup in Costa Rica.

Only the second final tournament to involve eight teams, the European Women's Under-17 Championship was held in Iceland after the previous edition in England had justified UEFA's decision to move the final rounds from the UEFA campus in Nyon and out to the national associations. Forty-four teams set out on the journey to the final round, with proof of the improving standards at this level provided by Mariam Abdulai Toloba's sensational volley in Belgium's 5-0 defeat of Wales in the qualifiers. She was nominated for UEFA's Goal of the Season Award – less than a month after she turned 15.

Spain and Switzerland won their final-round groups and met in the final in Valsvöllur, where 757 spectators watched Spain run out 5-2 winners.

Club competitions

The foundations were laid for future seasons of UEFA's club competitions during the last season of the 2012–15 three-year cycle. The Club Competitions Committee approved a series of recommendations for 2015–18 after

a meeting on media and marketing matters had taken place in Nyon on 29 July 2014 and dialogue continued throughout the year between key stakeholders on financial distribution to clubs competing in UEFA competitions.

The final access lists were approved for both the men's and women's 2015/16 competitions, which, in the case of the men's club competitions, was by no means straight-forward. The seemingly simple change that gives the UEFA Europa League winners a place in the following season's UEFA Champions League necessitated mountains of paperwork and numerous amendments to the competition regulations.

Early revenue forecasts showed the club game on the continent to be in good health. For the Champions League, the anticipated rights revenue for 2014/15 stood at €1.47bn at the end of the reporting period, with a significant surplus expected to be paid out to the participating clubs after the year-end closing and external audit. Clubs participating only in the qualifying rounds were the recipients of a total distribution of €48.5m. The 18 UEFA



member associations with participants in the 2013/14 Champions League group stage received €70.7m from the Champions League solidarity scheme and the remaining 36 associations received €11.4m for their top-flight clubs to invest in youth development programmes.

Similarly positive trends were noted in the Europa League, where the expected rights revenue stood at €254m at the end of the reporting period, with another surplus expected to be paid out to the clubs. The Champions League contributed €50m towards the Europa League distribution scheme, increasing the funds available to participating teams. Full details are given in the UEFA Financial Report for 2014/15.

Following long but successful discussions with the European Club Association (ECA), which showed how positively football can progress when the stakeholders engage together to find agreed solutions, the club competition distribution system which had been in place since 1999/2000 was significantly changed for the new 2015–18 cycle, bringing about tangible benefits for the Europa League clubs and for the beneficiaries of solidarity distributions.

Revenues from the two main club competitions will be distributed from one central pot at a fixed ratio of 3.3 to 1 (Champions League to Europa League), a much more favourable share for the Europa League than before. The Champions League market pool is reduced from 45% to 40%, while the participation bonus for each club competing in the group stage increases to €12m. Meanwhile, solidarity payments will represent 8.5% of gross annual revenue. Clubs eliminated during the qualifying rounds of the Champions League and Europa League will see a 65% increase in revenues, with 35% more on offer for non-participating clubs through their national associations and leagues.

UEFA Champions League

The 60th season of what is now the UEFA Champions League culminated in FC Barcelona creating history by becoming the first European club to seal the treble (domestic double plus Champions League) for the second time. Fittingly, given the competition slogan, Luis Enrique's team proved to be 'the best of the best on the ultimate stage' at Berlin's Olympiastadion for their win over Juventus in the final, which was played in front of 70,442 fans in the stadium and millions more worldwide.

The final was aired in more than 200 countries on live television and reached an estimated unique viewership of 400 million. A record 17 million tuned into the final from Brazil alone, proving the worldwide appeal of the Champions League and making Neymar's sealing goal for FC Barcelona a fitting one.

The season-long duel for supremacy between Cristiano Ronaldo and Lionel Messi as the competition's all-time highest scorers (European Champion Clubs' Cup and Champions League combined) provided a fascinating sub-plot to the season's action. Both contributed ten goals to their teams' respective campaigns to end the season tied on 77, excluding qualifying matches. Overall, that was one part of a continued trend towards increased attacking strength in the competition noted by UEFA's technical team in their season review.

The famous names were not the only ones represented among the 32 group stage clubs, where Ludogorets Razgrad and Malmö FF made their debuts. Eighteen national associations were represented at the Monaco draw, and as well as the Ronaldo-Messi duel, there was plenty of fascinating action on the pitch during the group stage. FC Basel eliminated Liverpool FC before the knockout rounds, where AS Monaco proved supreme in



overwhelming Arsenal FC, and FC Schalke 04 bowed out gracefully in the round of 16, despite edging out Real Madrid CF by the odd goal in seven in their return match in Spain.

While the action unfolded, UEFA tapped into the rich history of the competition's first six decades through the digitally led Legendary Moments campaign, encouraging supporters to vote in a global poll for the top five moments from a list of 60 iconic events. The poll resulted in more than 712,000 visits to UEFA.com and over 2.8 million page views, and was also heavily promoted on UEFA's social media channels. The footprint of those channels proved throughout the season that the Champions League enjoys ever-increasing popularity. Likes of the competition's Facebook account swelled from 31.6 million to 45.8 million, leaving it firmly on course to be the first league or association page to reach 50 million followers. Simultaneously, the Twitter account almost doubled in size and the rebrand of the official YouTube channel as

UEFA.tv provided an exciting new hub that makes the most of UEFA's Legacy footage in a topical and engaging manner.

Broadcasters were provided with 33 magazine shows, and for the third season the Champions League Matchday Live audio show was hosted on UEFA.com and available as a free-to-download podcast for listeners worldwide. The 'live' experience with the world's most famous club football silverware was enhanced with a trophy tour taking in Bratislava, Vienna, Zagreb and Belgrade in the autumn. The tour then moved on to the United States in the springtime with Dallas and Los Angeles as host cities.

The UEFA Champions Festival in Berlin gave exposure to all of UEFA's partners and welcomed an estimated 320,000 visitors to the site beneath the iconic Brandenburg Gate between 4 and 7 June. As part of the activities, UEFA was able to profile its Football for All Abilities portfolio with social responsibility

partners, defining the link between the game at elite and grassroots levels. To maintain the strength of both the practice of social responsibility and the message it gives is the aim on the road to the Milan final in 2016.

UEFA Europa League

'Together as one' was the motto of the first UEFA Europa League workshop that was organised to share best practices and promotional campaigns, and it was all the more appropriate given the range of clubs and national associations represented in the 2014/15 competition.

Twenty-six national associations were represented by the 48 clubs competing in the group stage on the road to Warsaw, meaning that clubs from two-thirds of UEFA's member associations have now reached that stage of the competition. The essence of the competition lies in its status as the largest, truly Europe-wide football competition, where

unheralded hopefuls find themselves alongside seasoned campaigners.

And that was how it proved to be on the field. EA Guingamp captured the hearts of a nation en route to a place in the knockout rounds, and FC Dnipro Dnipropetrovsk made an impressive run to the final, becoming the flagbearers of a country living difficult times and themselves having to play far away from their home city. Their players embodied the spirit of the Europa League by donating money to help their fans to attend. There was no greater example of 'together as one' than a group stage match at FC Zürich, for which around 1,500 VfL Borussia Mönchengladbach supporters travelled with the team as part of a 10,000 strong following.

There was a trend towards defensive resilience on the field of play during the 205 matches, yet the final at Warsaw's National Stadium between Dnipro and Sevilla FC produced the competition's highest-scoring final since 2003,



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with the Andalusians lifting the trophy for a record fourth time by three goals to two, which made them the first-ever club to gain access to the Champions League via the Europa League. Their victory also allowed Spanish clubs to equal the milestone of their Italian counterparts, by winning the competition for a ninth time.

That final was televised in more than 100 countries to an estimated global audience of 60 million viewers. There was a 37% audience growth in Germany for the Europa League overall and, at 3.4 million viewers, free-to-air coverage in Italy produced the highest average matchday audience since the start of the competition. The challenge is now to maintain and build on that on the way to – and during – the 2015/16 final at Basel's St. Jakob-Park, with preparations for that 45th final of the competition under way well before the 2014/15 edition concluded in the Polish capital.

UEFA Super Cup

Having already been detached from the season kick-off events in Monaco, the UEFA Super Cup found a new place in the calendar with the move to a Tuesday night for the 2014 match.

Cardiff City Stadium was the venue for the domestic battle between Real Madrid and Sevilla on 12 August 2014, which was won 2-0 by Real Madrid thanks to a brace of goals from Cristiano Ronaldo in front of 30,854 spectators.

Taking the match to the national associations allows for a wider demographic of football supporters to enjoy matches at the pinnacle of the sport, but also makes for logistical challenges. Before the match in Wales even took place, preparations had begun for the third match of the new format in Tbilisi, with a finalists' meeting taking place in June



2015 once the club finals had determined that Europa League winners Sevilla would have another Spanish opponent in the Georgian capital, in the shape of FC Barcelona.

Before the reporting period closed, site visits and arrangements for hospitality, ticketing and ceremonies had all got under way for the 2016 event in the Norwegian city of Trondheim, while the Executive Committee awarded the 2017 Super Cup match to Skopje.

UEFA Women's Champions League

The 14th edition of the UEFA women's club competition started with 32 clubs contesting the qualifying round in August 2014. However, the 2015 Women's World Cup in Canada meant that for the first time since being rebranded from the UEFA Women's Cup in 2009/10, the final would not be played in the same week as its male equivalent. Three weeks earlier than the tradition, 1. FFC Frankfurt and Paris Saint-Germain entertained an 18,300 strong crowd that included the German Chancellor, Angela Merkel – and a pan-European television audience courtesy of Eurosport's coverage – at Berlin's Friedrich-Ludwig-Jahn-Sportpark, with the German club lifting the trophy for a record fourth time thanks to Mandy Islacker's decisive strike.

Reggio Emilia in Italy was named as the venue for the 2015/16 final, and new access list principles were finalised and approved for the 2016/17 season, allowing the associations ranked 9th to 12th to enter a second team in the form of their respective domestic championship runners-up.

Futsal competitions

Records tumbled during the 14th season of the UEFA Futsal Cup. The 2014/15 finals were staged in Lisbon, where the growing popularity of futsal was left in no doubt by the time Kairat Almaty of Kazakhstan had taken the trophy for the second time in three seasons. The 12,076 witnessing the semi-final between FC Barcelona and Sporting Clube de Portugal established a competition best, as part of an aggregate total of 29,207 spectators, which was also a new landmark over the four matches. The 35 goals clocked up in those matches raised the standard from previous final tournaments and gave the television audience on Eurosport plenty of entertainment.

No sooner was the final round over, than preparations gathered pace for the first draw for the 2015/16 competition, for which UEFA received entries from 45 clubs, including a first ever from Luxembourg in a sign of futsal's growing appeal. UEFA was also busy preparing for Futsal EURO 2016 in Serbia and the onset of Futsal World Cup qualifying matches.

UEFA Youth League

Building on the success of its inaugural season, the UEFA Youth League continued to receive Europe-wide praise during the second and last year of its pilot, and the Executive Committee confirmed it as a long-term fixture on the calendar, extending its reach to include domestic youth champions as well as the youth teams of the clubs competing in the group stage of the Champions League.

Even before a ball had been kicked in the 2014/15 competition, its player development benefits were there for all to see, with FC Barcelona's Munir El Haddadi called up by Vicente Del Bosque to earn his first cap for Spain's senior national team in the European Qualifiers less than five months after scoring an incredible goal from the halfway line in the inaugural Youth League final.

More than 70 UEFA employees volunteered to help out at the final-four tournament at Nyon's Colovray Stadium. The tournament was promoted through media partnerships and given wide regional visibility. Once in Switzerland, the final four teams took part in workshops on match-fixing, anti-doping and handling the media.

On the field, FC Shakhtar Donetsk came from behind in the semi-finals to eliminate RSC Anderlecht 3-1 – an extraordinary story of courage and fortitude from a club that had been relocated owing to the domestic political situation in Ukraine. Their run was brought to an end by Chelsea FC, who followed up their 4-0 semi-final win over AS Roma with a 3-2 success in the final, to become the second winners of the Lennart Johansson Trophy.



Match operations



The match operations unit in the competitions division was responsible for coordinating venue operations at UEFA matches during the 2014/15 season, with the match command centre in Nyon playing a valuable role in monitoring match preparations and delivery, offering support to the on-site venue teams and providing practical solutions in the event of major issues.

Proactive assistance was given to associations to exchange match-related information for European Qualifiers on a new platform (TIME), with developments made throughout the year in readying it for use in UEFA's club competitions, thus making it a core interface for UEFA's global match organisation.

Sixty-three new UEFA match delegates attended an introductory workshop after a successful recruitment process was undertaken (93 applicants were put forward by UEFA's member associations) for many venue roles, also including venue directors (VDs), security officers and doping control officers (DCOs). A workshop was held for prospective venue teams in Geneva ahead of the first season of

the new cycle, to equip VDs, venue operations and broadcast managers (VOBMs) and venue signage and sponsorship managers (VSSMs) with the information needed to carry out their roles efficiently across UEFA competitions, after which they carried out site visits ahead of the new season.

Refereeing

UEFA's refereeing officers were kept busy throughout the year managing an increasing number of refereeing appointments for UEFA competitions, also providing administrative support where visa issues arose in a small number of countries, forcing late changes to personnel. As well as the vital continuing work on courses for referee observers, there were several re-evaluation visits under the Referee Convention and a subsequent meeting of the convention panel.

As with all aspects of the game, there was a significant emphasis on education, progression and development. Two gatherings of elite and advanced referees took place – the summer course in Nyon, and the winter event held in

Athens. Before the end of the season, Athens also hosted 90 international assistant referees for a course that included mandatory fitness tests, while 25 aspiring referee observers attended a course at UEFA headquarters.

CORE (Centre of Refereeing Excellence) concluded the first half of 2015 with its 28th introductory course and a development event for current FIFA referees, including a trio from the USA. That was not the only instance of referees from beyond Europe's borders benefitting from UEFA's investment in referees, as a course earlier in the year had been used to showcase the project to delegates from the AFC, CAF and CONCACAF, who entered into knowledge-sharing exchanges with UEFA with a view to further collaboration. A measurable sign of the success of CORE came at the UEFA European Under-21 Championship final in June, which was taken charge of by Szymon Marciniak, a CORE graduate.

Stadiums and security

Working with stakeholders to ensure the safety and security of stadiums was constantly on the agenda throughout the year. Over 300 delegates attended the annual UEFA-EU

Stadium and Security Conference in Warsaw, and a meeting was also organised with national association security officers, with whom a training programme was developed along with stadium managers and police commanders.

Work is ongoing with the Council of Europe on the revision of the Convention on Spectator Violence and its implementation programme, while the individual needs of many of UEFA's member associations were met with tailored assistance. Furthermore, the knowledge gathered in this field was used to assist the AFC in its efforts to develop its own stadium and security unit.

Anti-doping and medical matters

Throughout the year, UEFA has been at the forefront of scientific initiatives that have been put in place in order to preserve football's integrity with regard to anti-doping matters. The Executive Committee ratified the proposal from the Medical Committee regarding the introduction of the athlete biological passport (ABP) in the Champions League for the 2015/16 season.



With regard to the implementation of individual steroid profiling, UEFA completed and signed WADA's Anti-Doping Administration & Management System (ADAMS) user agreement and updated its own Anti-Doping Regulations in order to adhere to the new 2015 World Anti-Doping Code.

UEFA's elite club injury study has set new records for participation, with 36 clubs from 15 countries taking part and submitting regular injury data to the group. The final 2014/15 report was submitted to the clubs at the end of June. Along with such developments, anti-doping education sessions continued at competitions and final tournaments, and DCOs from all over the continent attended the annual doping control officer seminar in Nyon.

Special projects

The special football projects team contributed to the further amplification of UEFA messaging and event organisation over the course of the season. Their work at the 2014/15 UEFA Champions League group stage draw in Monaco was a bow to both the past and the present, organising past winners from Real Madrid CF to conduct the ceremony in honour of La Décima and facilitating the attendance of the six shortlisted nominees attending the UEFA Best Women's Player and Best Player in Europe awards.

The team was present throughout the year in bolstering promotion of the competitions. They secured the ambassadorial services of Karl-Heinz Riedle (Berlin) and Jerzy Dudek (Warsaw) for the club finals and worked with former players to act as representatives of the organisation on several legs of the Champions League trophy tour, presented by competition partners. Many of the same faces took part in the Ultimate Champions match on the eve of the 60th final in Berlin, where all 22 clubs that have won the European Champion Clubs'



Cup/Champions League were honoured at a special ceremony. The team also ensured that top coaches would get together in Nyon to discuss ongoing issues with UEFA at the annual Elite Club Coaches Forum.

Finally, they leveraged the assistance of players to support valuable social responsibility programmes, securing Clarence Seedorf as Global Ambassador for Diversity and Change and providing operational support in preparation for the UN Development Programme's Match Against Poverty, played in Saint-Étienne on 20 April.

Grassroots football

UEFA's core aim of fostering the potential of the future by nurturing grassroots football was evident around our 60th anniversary celebrations, when a grassroots tournament encouraged local schools on our own campus in Nyon, just a month before we opened our doors to the public.

In terms of Europe-wide grassroots promotion, an agreement was signed with the European Commission and it was decided that UEFA Grassroots Day (and related awards) would be moved away from the week preceding the Champions League final, become UEFA Grassroots Week and coincide with the European Week of Sport, with the first event taking place in September 2015. The donation of maxi-pitches to the hosts of the club competition finals was continued in Warsaw and Berlin, and a further maxi-pitch was to be inaugurated in Brussels to commemorate the inaugural UEFA Grassroots Week.

On the revised Grassroots Charter, statistics were collated from all associations and will be used to measure progress over the coming seasons, and a pilot project was launched with UEFA's marketing division to help selected associations in their efforts to increase participation in football.

UEFA Regions' Cup

The ninth edition of UEFA's competition for amateur teams took place right at the end of this administrative period, with the final tournament concluding on 4 July 2015 at Tallaght Stadium in the Republic of Ireland. Having been present for all of the previous final rounds, the former UEFA Youth and Amateur Football Committee chairman Jim Boyce announced his delight at the development of what he termed "the Champions League for amateur players".

Solidarity and support for national associations

A key UEFA aim in working with its member associations is to provide them with the best possible support in cooperation, interaction, knowledge-sharing and promoting solidarity, in such a way as to safeguard the welfare of European football and to harness the desire for constant development.

HatTrick

The publication on UEFA's digital platforms of a report on a decade of HatTrick assistance led to enhanced communication on the project, including in match and tournament programmes in 2015. Maintaining the standard of that support, regular HatTrick visits were conducted and a number of projects brought to a successful conclusion, including the Faroe Islands' new headquarters, Moldova's new national futsal arena and the Hall of Fame of Italian football.

Guidance was given on a stadium infrastructure plan in FYR Macedonia, and the Football Association of Wales (FAW) was provided with assistance to install 3G artificial turf pitches. In Latvia, an agreement was reached to build a new national stadium funded exclusively by the HatTrick programme, with similar projects under way in Albania and Northern Ireland.

Operational support for national associations was granted for the European Qualifiers, including help to further improve pitches and general stadium facilities. The fourth HatTrick cycle, which will run from 2016 to 2020 was worked on, and the team took receipt of the final nominations for the 2015 HatTrick Awards during this administrative year. Apart from this recognition of the excellent work done by member associations under the three HatTrick pillars of investment, knowledge-



sharing and sports education, HatTrick-supported projects continued to strengthen the roots of the game across Europe and to develop and foster football at all levels.

KISS, universities and research

A total of 51 KISS Marketing Award nominations were received from 37 national associations ahead of the awards ceremony in Cascais, Portugal, in November 2014. "Showcasing the very best in national association marketing," according to the UEFA HatTrick Committee chairman, Allan Hansen, prizes were given for Best Digital Fan Engagement Campaign (Croatia), Best Fan Experiential Promotion (Malta), Best Sponsorship Activation (Turkey), Best Brand Strategy and Implementation (Belgium) and Best Grassroots Marketing Campaign (Netherlands).

Meanwhile, representatives of 49 UEFA member associations, the AFC and CONCACAF attended a KISS legal workshop in Vienna, and seven of European football's associations joined forces for a women's football club and league development workshop at the German Football Association's

headquarters in Frankfurt, targeting a progression in the competitive balance of their leading competitions.

In Nyon, a varied array of speakers came together for the third edition of the UEFA Women in Football Leadership Programme, which brought together 24 women from member associations for inspiring talks from world fencing champion Claudia Bokel (now representing the International Olympic Committee), Florence Lombardo (Credit Suisse) and Raphael Crowe, senior gender specialist at the International Labour Organization. The knowledge-sharing was supplemented by a mentor programme, for which three former participants were present to act as tutors.

Education – and the development of UEFA's varied and wide-ranging programmes – was one of the key themes of the administrative year. With the aim of keeping the knowledge of experienced players in the football family after they have hung up their boots, the UEFA Executive Master for International Players (UEFA MIP) was launched and applications arrived straight away for the first programme, due to start in autumn 2015. The framework in which those players will seek to operate

in the administration of football is also being developed through the inauguration of the UEFA Football Law Programme, developed in conjunction with international academic and legal experts in order to handle the essential legal evolutions in football's ever-changing environment.

These new projects run in parallel to the existing education programmes to develop the foundations for the sport's development. The third edition of the Executive Master in European Sports Governance (MESGO) continued successfully, and national editions of the UEFA Certificate in Football Management (UEFA CFM) gathered pace. Fifty academics from all over Europe submitted proposals for the UEFA Research Grant Programme, which for the first time had to have a letter of support from a national association. Grants of up to €15,000 were awarded to six of them by the jury, which welcomed two new female members during the course of the year.

The education and universities team also coordinated a first EURO 2016 economic impact study, produced by the Centre for the Law and Economics of Sport (CDES) of the University of Limoges, and welcomed the first research projects from the Glion Institute of Higher Education, on both cultural programmes for the final tournament and an app for VIPs and VVIPs attending the event in France. Closer to UEFA headquarters, around 40 sports administration and management students took the chance to organise fun activities at the semi-finals and final of the UEFA Youth League in Nyon, where 100 young footballers, educators and elected representatives from the Lorraine region of France enjoyed a once-in-a-lifetime opportunity to take part in the opening ceremony.

Captains of Change

During the Respect Diversity Conference in Rome in September 2014, the UEFA President



announced a new initiative designed to foster diversity within the management of European football. Called 'Captains of Change', the first edition welcomed participants from national associations, football family stakeholders and UEFA representatives first for training and development sessions and then to strategise and implement their own diversity programmes.

Projects sprung up across the continent addressing a wide range of footballing areas related to inclusivity. At UEFA, anti-doping assistant Rebecca Lee organised a disability awareness day on 26 June 2015, while UEFA's chief of press, Pedro Pinto, coordinated research into diversity at UEFA with the support of project specialist Kennedy Makambira.

Top Executive Programme (TEP)

Monaco not only heralded the start of the new European club competition season but also formally kicked off UEFA's discussions with its member associations for 2014/15. Between that meeting of all members and the end of 2014, there would be seven TEP round-table meetings, facilitating deliberations on strategic issues in football, including the future of senior national team competitions, the fourth cycle of HatTrick funding and sports-political matters.

More ad hoc support for the associations was continually provided on request, while planning was ongoing for the TEP strategy meeting in Malta which would precede the Executive Committee meeting there in September 2015. Furthermore, the 2014/15 good governance incentive scheme was concluded and a kit assistance order process launched for 2016/17.

Study Group Scheme

2014/15 marked the seventh season of Study Group Scheme events organised across Europe. The most significant development was the placing of additional focus on specific topics within coach education, elite youth development, grassroots and women's football. Fitness for Football seminars were integrated in response to feedback from UEFA's member associations, and the grassroots seminars were used to familiarise all member associations with the new charter criteria.

Coaching

The outcome of the FIFA World Cup gave the chance for a reflection and ongoing assessment of the technical elements of the sport at national team level. That reflection took place at the FIFA-UEFA conference for national coaches and technical directors in St Petersburg in September 2014.

The fifth year of the UEFA Pro licence student exchange courses enriched the talents of many student coaches from all corners of Europe. In the years since its inception, the courses have become more practical and 'hands on' using the facilities on campus in Nyon, covering, among other things, the planning and execution of training sessions, tactical analysis and media training. Participants at each of the four courses through the year also enjoyed the advice of an experienced coach from European football, with Fatih Terim the star of one such session in Nyon, which enriched the learning process for coaches from 16 national associations.



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An important milestone for coach education came with the development and approval of the 2015 UEFA Coaching Convention, which was signed by 53 of the 54 member associations (Gibraltar is not yet a signatory). Leeds Beckett University in England was selected to carry out research on the impact of the convention since its launch, to gather the associations' perceptions of it and to make recommendations for the future. Two intermediate reports were published on its findings.

In March 2015, UEFA hosted a highly successful, tailor-made course for 20 out-of-work French Pro licence holders, with open discussions and presentations on working abroad, team-building, maintaining a positive outlook, handling the media, and other more technical matters.

Pro licence courses were launched for the first time in both Georgia and Malta, associations were selected to pilot the UEFA Futsal B diploma course and national editions of UEFA Goalkeeper A diploma courses were recommended to the Jira Panel, eight from the former Soviet Union receiving special support. Northern Ireland's dedication to developing futsal was underlined by their hosting of a 'tutor-the-tutor' course for futsal coach educators from ten associations.

UEFA continued to regularly monitor trends in the game by providing experienced technical teams for all final tournaments and leading club competitions and producing technical reports with their findings. For the first time, this included an analysis of the Women's Champions League, with observers sent to matches from the quarter-final onwards and the report published online in summer 2015.

Women's football development

The UEFA Women's Football Development Programme (WFDP) nominated five ambassadors for its activities at a ceremony in Paris in February 2015. Camille Abily, Laura Georges (both France), Verónica Boquete (Spain) and Lotta Schelin (Sweden) signed up to promotional and inspirational activities related to the programme alongside existing ambassador Steffi Jones, who owing to her duties with the German national team.

"The growth of the women's game has meant that girls have an increasing number of top-level female players to look up to as role models," explained Karen Espelund, chairwoman of the UEFA Women's Football Committee. *"We can work with their popularity to further cultivate women's football in Europe."* The work got under way almost immediately, with Boquete attending a UEFA-sponsored development tournament in Croatia in March 2015 to offer advice, support and inspiration to the competing teams and local youngsters. Work is ongoing to make such visits a regular fixture on UEFA's calendar.

The women's football development team also devised a series of 'free-kicks', advising associations on knowledge-sharing schemes, practical courses and advisory programmes that could be used by members in addition to project funding. Areas on offer included support for both on and off-field development, refereeing, coaching, promotion (communications and marketing) and national association exchanges. A booklet was published to outline the available options and another publication tracked the progress of women's football development using statistics provided by each association.

A women-only coaching programme was set up with football education services following a successful pilot in Croatia, and with the first season complete, 12 events were already planned for 2015/16. Most of those courses



were linked to development tournaments, as was a similar initiative for female officials devised with the refereeing unit.

A first season of the UEFA Women's Football Show highlighted the extent of evolution in women's football in recent years and decades to audiences on YouTube and – for later editions – Eurosport. It presented behind-the-scenes access to the Women's Champions League as well as explaining the Women's Football Development Programme with exciting footage. Work started on a concept for the show to return in 2015/16, pending the opportunity for greater audience reach.

Youth elite player development

Twenty-six international development tournaments for boys' and girls' Under-16 teams took place across Europe during the spring and summer months, continuing UEFA's facilitating of experience for players at a crucial stage of their development. In 2014/15, all 54 of UEFA's member associations participated in the boys' competitions, with 48 taking part in the girls' events.

The ethos of the tournaments has been unaltered since their introduction in 2012, focusing on organising the matches in a friendly environment with an emphasis on development rather than results. They were also used as a breeding ground for innovation, with a report produced on the 'sin bin' experiment – which had been part of the 2013/14 tournaments – ready for discussion at the Elite Club Coaches Forum. Girls' competitions were also staged at both Under-17 and Under-18 levels.

The first season of the new academy development programme proved to be a resounding success as well. Led by the head of football development, Jean-François Domergue, five practical sessions were held in Armenia, FYR Macedonia and Georgia, the three associations involved in the pilot phase of the scheme. An U14/U15 development tournament was organised for those three countries in Cyprus as part of the project, which Belarus was selected to join in 2015/16.

Good governance

Good governance projects

The UEFA member associations continued to improve governance in their domestic situations by running a total of 57 good governance projects in 2014/15. Via its Good Governance Incentives Scheme (administered by the national association services unit), UEFA invested a total of €5.4m in those projects. Most projects further improved the effectiveness and efficiency of the associations, developing their strategies, as well as enhancing transparency and solidarity.

UEFA's impact on the development of football extended beyond European boundaries in 2014/15, courtesy of memorandums of understanding signed with sister confederations. The fruits of those labours were seen in various ways through the year, especially when it came to the exchange of experts to assess different operational areas of both competition and development.

UEFA provided equipment to Grenada and Chile, organised women's football and security projects in Asia and invited a coach from Honduras to attend a Fitness for Football Study Group Scheme seminar in the Netherlands.

UEFA experts assessed coach education in Puerto Rico, and knowledge was exchanged as CONCACAF and UEFA experts went behind the scenes at big matches at the business end of each other's Champions League competitions.

Discussions carried on with the AFC, CAF and CONCACAF regarding the operational implications of their respective memorandums of understanding, but those negotiations did not halt progress. UEFA's head of stakeholder affairs, Alex Phillips, continued his secondment to the AFC, while technical experts Hesterine de Reus and Béatrice von Siebenthal embarked on women's development plans in Kuwait (one month) and Bhutan (three months) respectively. Following a spell in New York after leaving UEFA, the organisation's former technical director, Andy Roxburgh, accepted the equivalent post in Asia.

Sister confederations were also invited to a club licensing workshop in Dublin, with experts also attending a seminar in Cairo to support CAF's ambitions to implement a similar system. Referees from outside of Europe also attended CORE sessions.



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With the Professional Football Strategy Council (PFSC), the main emphasis was on transfer matters, integrity (see below) and social dialogue, as well as the minimum requirements for standard player contracts. An important milestone was reached in September 2014, when the Executive Committee approved a code of conduct which set out the guiding principles for all referees, players, clubs and other officials on all issues of integrity in the sport. The document brought professional stakeholders together to efficiently coordinate activities in this regard, including the European Club Association (ECA), the Association of European Professional Football Leagues (EPFL) and FIFPro Division Europe, as well as UEFA.

UEFA also partnered with FIFPro in formally launching a complaint with the European Commission in April 2015 to question the legality of third-party player ownership (TPO) under European law. The basis of the complaint was that TPO harms the interests of players, clubs and fans, and goes further to undermine football's integrity. FIFA subsequently introduced a worldwide ban on TPO that came into effect on 1 May 2015, the UEFA Executive Committee having first called for it to be banned in December 2012, on the recommendation of the PFSC.

UEFA was also involved in the well-publicised matter of FIFA reform, more of which can be seen in the 'Legal, policy and financial issues' section of this report.

Corporate governance and compliance

Continuing the achievements of last year, the governance and compliance framework was further strengthened through the launch and delivery of key corporate initiatives fully supported by top management.

A second risk management iteration was completed with successful results – more low

risks and fewer medium/high risks – demonstrating the effectiveness of such ongoing practice.

The drive for continuous improvement is definitely part of UEFA's culture, and thanks to key measures and timely actions, the organisation regularly harvests valuable benefits. The compliance framework is adhered to at all levels of the UEFA administration in all its activities. Implementation of guidelines, internal rules and external standards is monitored, and enforced through education and controls.

Adherence to standards and respect of rules are key values for UEFA, making good governance and compliance principles more important than ever.

Moreover, compliance with defined policies is extremely important and helps protect UEFA's image and reputation.

Club licensing and financial fair play

A new edition of the UEFA Club Licensing and Financial Fair Play Regulations, aimed at strengthening the rules and furthering the positive impact of financial fair play by ensuring sustainable long-term growth and investment, was approved by the Executive Committee at its meeting in Prague in June 2015. This represented the culmination of a lengthy consultation process involving all stakeholders, and in particular all 54 UEFA member associations and the clubs. As part of this process, a round table was held in October 2014, where representatives of the ECA, EPFL, FIFPro Division Europe and numerous clubs convened and gave their full support for financial fair play.

The revision of the regulations was further facilitated by regular meetings that took place with the member associations during the



2014/15 season and following the annual club licensing and financial fair play workshop in Dublin in September 2014. Regional workshops were also held in Yerevan, Sofia and Bled in 2015. Not only did these workshops provide a platform for discussing amendments to the regulations, but they also allowed licensors to exchange ideas and experiences in relation to the latest developments in club licensing and financial fair play.

Now that club licensing is spreading across world football, such exchanges also took place at confederation level, with continued support being provided to UEFA's sister confederations by sharing the expertise and knowledge gained since the system was introduced in Europe.

The extensive work of the UEFA Club Financial Control Body involved detailed assessments of the clubs competing in the UEFA club competitions. Such comprehensive monitoring in respect of the overdue payables rule and the break-even requirement, as well as monitoring clubs subject to settlement agreements, has helped achieve significant results in terms

of the losses of European clubs and a considerable drop in the amount of overdue payables. In 2014/15 these assessments led to disciplinary sanctions being imposed on six clubs for violations of the regulations. The corresponding decisions were published on UEFA.org to ensure increased transparency and understanding of financial fair play.

Finally, the decisions of the national association licensors were taken in April and May. Of the 548 applications for a licence to participate in the 2015/16 UEFA club competitions, 454 were granted and 94 refused, with five of the refusals concerning clubs that had qualified for the competitions on a sporting merit.

Sports integrity

UEFA backed up the integrity resolution adopted at the 38th Ordinary UEFA Congress in March 2014 with new measures designed to combat match-fixing in football, including an integrity app, a new reporting platform and freephone number, and e-learning opportunities.

The app is available for mobile devices (iPhone, iPad, Android) in seven languages and contains videos and a wealth of information about the issue. It also includes a personal postbox for those wishing to report information anonymously to the reporting platform which has been available for several years.

An e-learning tool on match-fixing was also developed to educate youth players who participate in European competitions. The interactive programme uses the declaration of a player convicted of match-fixing offences in his domestic league and is followed by a series of questions which the student must complete. With responses monitored, UEFA is able to identify players who require further education on the subject.

Education sessions continued at UEFA's official tournaments and development competitions across Europe, aided by an integrity toolkit produced in several European languages.

Finally, the organisation welcomed the Council of Europe Convention on the Manipulation of Sports Competitions adopted in Macolin/Magglingen, Switzerland, in September 2014.

Respect

UEFA looked to build on the prominence of the Respect campaign during the first six seasons of its existence, to add further significance to the term during its extensive media exposure in UEFA competitions and events. Working with partner organisations, UEFA offered support for initiatives related to anti-discrimination, inclusivity, active and healthy lifestyles, football for all abilities and environmental issues.

The FARE Football People action weeks not only underwent a rebrand for the 2014/15 season, but extended over two weeks to include two matchdays of European Qualifiers



in October 2014 in addition to the now customary activations around matchday 3 of both the Champions League and Europa League. No to Racism videos were specially tailored to UEFA's member associations and constantly updated for use by clubs participating in UEFA competitions and on UEFA's digital platforms.

The mission to convey strong social, civic and humanitarian messages was reflected by UEFA's ongoing football and social responsibility programme, which fosters a wide range of social responsibility projects and contributions throughout the year.

Social responsibility

Once again, the portfolio of social responsibility projects and partnerships increased in scope during the 2014/15 season, recognising the need for football to lead the way in giving something back to society. Social responsibility is a systems approach that strives to promote sustainable development in all aspects of the game in cooperation with its stakeholders. It is not at the expense of profits – it is about how business is conducted to produce an overall positive impact on society.

The football and social responsibility team worked with the Centre for Access for Football in Europe (CAFE) to assess and suggest improvements for stadiums staging UEFA club competition finals and the ten venues in France which will host EURO 2016 matches. UEFA also invited CAFE to a communications workshop in May 2015 in order to share resources and knowledge in terms of messaging.

CAFE's findings were also delivered to the fifth annual meeting of supporter groups, staged in Nyon in March 2015. One of the outcomes of the gathering was to focus on stronger communication around matches in UEFA competitions where the home team had been punished with a full or partial stadium closure, in order to reduce the inconvenience or financial loss caused to fans of the visiting team. It was also noted that through measures to punish incidents of racism or crowd violence, the number of reoffending clubs had been reduced, a fact confirmed by FARE's match monitoring programme.

For the second year in a row, a social responsibility report was published by UEFA, collating the various projects contributed to during the 2013/14 season. The report had a 'soft' launch in Berlin on the day of the Champions League final, which was appropriate given the wealth of 'football for all abilities' projects represented in the build-up to the match on the pitch at the UEFA Champions Festival.

The European Amputee Football Federation (EAFF) gained UEFA support in the year of its creation and amputee teams from Spain and Poland played a match on the maxi-pitch under the gaze of the Brandenburg Gate just hours before Juventus and FC Barcelona kicked off. The previous day had seen an exhibition of the skills of Special Olympics athletes, while blind football was also showcased with partner IBSA (International Blind Sports Federation).

The link between elite competitions and social projects was seen in March 2015, when two players voted by fans onto UEFA.com users' Team of the Year 2014 – Toni Kroos and Cristiano Ronaldo – presented a cheque for €100,000 to the International Committee of the Red Cross (ICRC) before Real Madrid CF's Champions League round of 16 second-leg match against FC Schalke 04. The donation continued an alliance with the ICRC dating back to 1997 and contributed to a rehabilitation project for landmine victims in Kabul, Afghanistan. UEFA's corporate communications team worked closely with their ICRC counterparts in order to amplify the importance of the cooperation.

A Respect Day formed part of the staging of the 12th Homeless World Cup in October 2014, and the embodiment of UEFA's positive messaging was found in the Respect Diversity conference held in Rome one month earlier. There, over 200 delegates congregated for a two-day event on the future direction of eliminating discrimination and any form of racism from the game. A keynote speech from the UEFA President, Michel Platini, opened the event before participants representing all areas of the football family, political organisations, non-governmental organisations and minority groups were then energised by examples of good practice across a number of fields. Clarence Seedorf also spoke at the event, and three months later was unveiled as UEFA Global Ambassador for Diversity and Change at an event entitled Breaking the Glass Ceiling, organised with UEFA support at Amsterdam's Olympic Stadium on the 125th anniversary of the Royal Netherlands Football Association.

Keeping the Dutch theme, the 200th Cruyff Court was officially opened in June 2015, a project that received support from UEFA in the form of the Monaco Charity Award in 2013. In August 2014, the latest such award was attributed to the Child Protection in Sport Unit (CPSU) of the United Kingdom's National

Society for the Prevention of Cruelty to Children (NSPCC). Recognising the importance of developing children's potential, the award would switch to the UEFA Foundation for Children in 2015, in the year of its creation.

More on sustainability projects for EURO 2016 can be found in the Operations section of this report.

UEFA Foundation for Children

In his address to the 39th Ordinary UEFA Congress in Vienna, the UEFA President spoke of the obligation for UEFA to "devote itself" to ambitious social responsibility projects, to civic and solidarity initiatives. In setting up the UEFA Foundation for Children soon after, both he and the organisation were as good as their

word and immediately set about getting the foundation up and running and supporting projects.

Chaired by former president of the European Commission José Manuel Durão Barroso, the board also includes the UEFA President, UEFA Executive Committee member Sándor Csányi, member of the European Parliament Viviane Reding, Margarita Louis-Dreyfus (Louis-Dreyfus Foundation), Malta Football Association president Norman Darmanin Demajo and UEFA Fair Play and Social Responsibility Committee chairman Peter Gilliéron. Their initial task list included work on projects both inside and outside of Europe, including support for the Zaatari refugee camp in Jordan and the Just Play programme in the Pacific Islands.

Closer to home, children were invited to both the Champions League and Europa League finals by the foundation, and plans were worked on to include a message for peace



© UEFA Foundation

from children from neighbouring countries at August's Super Cup match in Tbilisi during the pre-match ceremony.

At UEFA headquarters, employees were also encouraged to help the foundation by participating in two staff charity runs in June 2015, with the administration donating CHF 50 to the foundation for each participant. The initiative raised over CHF 13,000 for Terre des Hommes and displayed a notable team spirit in the process.

Before the end of the year, the legal services division received the registration of the foundation.

Communications

The 2014/15 season was one of constant progress for the communications team, with a number of projects implemented with a view to strengthening messages for public consumption on UEFA's core aims and projects as an organisation. Day-to-day business was conducted by the media desk, which also took care of the communications strategies of the fledgling UEFA Foundation for Children. Meanwhile, greater emphasis was placed on both corporate communications and stakeholder relations, boosting relationships with teams from the national associations in order to unify and build messaging across 54 territories.

Stakeholder relations

The stakeholder relations unit worked on various fronts, including the building of relationships with key football stakeholders. Communications representatives of the clubs that qualified for UEFA competitions attended the 3rd UEFA Club Press Officers Forum, hosted by The Football Association at Wembley Stadium, London. There, they discussed operational media matters around UEFA



matches as well as debating minor tweaks to the successful UEFA Media Day concept, which underwent its fifth season. Media Days allow all of UEFA's various platforms to gather content from clubs and national teams with a coordinated approach, meaning a minimum of fuss and time for the players, coaches and football personalities concerned. With an ever-increasing emphasis on social media, a first gathering of club representatives working on social platforms across Europe was organised in Nyon, with the aim of working together for greater impact.

The results in terms of content for UEFA's public-facing communication platforms were further assisted by the development of a centralised photo library, which brought together millions of digital images from UEFA's history into one, accessible system. Collating the archive from several previous libraries, the resource was designed to be shared by a number of stakeholders under the UEFA umbrella on its release during the 2015/16 administrative year.

Sharing its resources and its understanding of communication challenges, the team collaborated with teams from two other divisions of the UEFA administration on a commemoration of the football match during a truce that brought a temporary halt to

hostilities on the first Christmas of World War I. For a special UEFA video, stakeholder relations sourced current players from the Champions League to participate.

The publications team busied itself on the numerous booklets, magazines and periodicals required for communication with various interested parties. UEFA-direct delivered several editions with its coaching, medical and grassroots supplements included and also underwent an editorial audit to assess how it can become more accessible to its target audience in an ever-evolving age of media consumption.

Such considerations also had an impact on other publications. Club manuals were prepared in digital formats for the 2015/16 season as were technical reports for national team youth tournaments and the UEFA Women's Champions League. Consumption of new media also meant a move away from the Champions Matchday periodical at the end of the season, with the development of apps becoming a prevalent concern in its stead.

Media and public relations

Working alongside UEFA Events SA, the media and public relations team opened the season with the preparation and delivery of the fourth



UEFA Best Player Award. Cristiano Ronaldo was the recipient of the men's award after a vote of 54 journalists named by the European Sports Media (ESM) group and representing each of UEFA's member associations. The Portugal captain finished ahead of FC Bayern München pair Arjen Robben and Manuel Neuer to receive the trophy from the UEFA President during the Champions League group stage draw in Monaco.

Twelve journalists who are experts in women's football were selected to vote for the equivalent award during the same ceremony, culminating in victory for Germany's Nadine Kessler, who prevailed over VfL Wolfsburg colleagues Nilla Fischer and Martina Müller.

The media and public relations team developed media monitoring tools throughout the year and extended their network of liaison officers to include a presence in both Russia and Germany.

Digital communications

UEFA.com responded to an in-depth editorial audit in order to prepare its content for an audience with changing expectations. With ever more engaging material to retain the attention of visitors, the Champions League section alone enjoyed 104 million visitors during the season, of which two million logged on during the day of the final alone.

More than 500 million social engagements were driven through that competition alone throughout the season, including the first post on the UEFA Champions League Facebook page to exceed one million 'likes' – that of FC Barcelona's guard of honour for the beaten Juventus players after the final in Berlin. Significant and sizeable developments were also seen on both Twitter and Instagram accounts, as well as the rebirth of UEFA's presence on YouTube, mentioned in the Competitions section of this report.



The editorial team worked extensively on UEFA Champions League Matchday LIVE – a four-hour audio show available on UEFA.com and with a free-to-download podcast edition available through both Soundcloud and iTunes platforms. At the end of its third season, work was ongoing to investigate syndication opportunities with interested rights-holding audio broadcasters.

The corporate communications and media and public relations teams worked hand in hand on maintaining and updating UEFA.org with the latest organisational news, and the corporate presence on Twitter (@UEFA) enjoyed exponential growth throughout the year with the number of followers growing from little over 30,000 at the start of the administrative year to just short of 200,000 twelve months later. The growth in exposure ensured a greater audience for UEFA's messaging regarding positive projects undertaken by the organisation.

Internal communications

UEFA employees were given clarity on the organisational policy regarding communications with the production of a Z-card outlining the rules when attending conferences, speaking to the media and when using personal accounts on social media. The document was complemented with a video with the theme 'Think before you click' which was distributed to external UEFA representatives and also played at the quarterly staff meeting.

The new format staff meeting – entitled Time Out – went from strength to strength and continued to attract growing attendances, enabling a greater percentage of UEFA employees to have an overview of organisational developments. That was also supplemented by quarterly editions of the staff magazine Inside UEFA which was published in digital format on the UEFA intranet of the same name in English, French and German. Work to develop intranet features in the first full year of its existence was ongoing with the ICT unit.

Legal and financial issues

Legal support was required and provided in a wide variety of areas throughout 2014/15, ranging from – but not limited to – club competition admissions, EURO 2016, matters of third-party ownership, the FIFA Standard Statutes and overarching reform of the world governing body, and UEFA Emergency Panel decisions.

Cases against UEFA's financial fair play rules – and the redefining of those regulations – occupied the legal services team for a great percentage of the year, as did the prohibition of third-party ownership. Several decisions relating to disciplinary and integrity matters were referred to the Court of Arbitration for Sport (CAS) over the course of 2014/15.

The division provided extensive legal support and advice to member associations throughout the year and also had extra responsibilities. The political situation in Ukraine required UEFA Emergency Panel decisions, which decreed that Russian and Ukrainian teams could not be drawn together until further notice and that no matches played by Crimean clubs under the auspices of the Russian Football Union be recognised until further notice. The UEFA Executive Committee would later announce that Crimea would be considered a 'special zone' for football purposes. Elsewhere, the division handled an application for UEFA membership from the Football Federation of Kosovo.

The fast-approaching EURO 2016 continued to provide challenges, and the 2014 calendar year ended with one hurdle cleared as staging agreements were finalised between UEFA, the French Football Federation (FFF) and EURO 2016 SAS, and a 'major events' law was passed in the country allowing tax exemptions. Event legal services still had a range of issues to tackle, including an analysis of the French legal system to anticipate and manage risks (e.g. data privacy and ban on alcohol advertising) and the inauguration of an innovative rights protection programme. The 'commercial perimeter' was defined with the host cities, various legal documents were drafted regarding the relationship between UEFA, EURO 2016 SAS and the FFF, and amendments were made to the stadium agreements (managed by EURO 2016 SAS on behalf of the FFF).

The division had started the year with the resolution of last-minute issues on European Qualifiers for 2014–17 as well as obtaining signed declarations from national associations for the broader national-team football concept (2018–22). A new agency agreement was finalised with CAA Eleven for that period, including for the new UEFA Nations League.



Several service provider agreements were signed for finals and side events, and negotiations continued over post-2015 staging agreements. Numerous media rights packages were negotiated and concluded with broadcasters, and the sales process was launched for EURO 2020.

While developing those contract, the situation on the financial markets proved as difficult for UEFA during this administrative period as for anyone else, with interest rates remaining historically low. When the third forecast for the current season was presented to the Finance Committee and the Executive Committee on 29 June 2015, it noted an improved net result of €39m compared with the budget, due mainly to the weakening of the euro and some higher revenue. Personnel costs and other costs denominated in Swiss francs increased by roughly 8% because of the strengthening Swiss franc, but revenue in British pounds and US dollars was expected to more than absorb the adverse Swiss franc effect.

Overall revenue increased thanks to the first year of the European Qualifiers being played. As at the end of June, in the Champions League €948m had already been paid out to participating clubs from rights revenue of €1.47bn, with the surplus to be calculated and distributed once the accounts had been audited by UEFA's independent auditors, EY. The equivalent figures from the Europa League stood at €208m and €253m in total rights revenue.

A detailed analysis of all financial aspects of the administrative year can be found in the 2014/15 UEFA Financial Report.

Office administration

Among the biggest challenges of the year for the services division was the implementation of the 'Workplace' project, which provided UEFA employees with improved hardware and software to use on a daily basis. After a successful pilot phase, new computers were rolled out to staff, who would have the benefits of both Windows 8.1 and Microsoft Office (an enterprise agreement with Microsoft was finalised, thus enabling users to benefit from more application solutions). Training was offered to employees as part of a seamless migration process which was also extended to the EURO 2016 SAS offices in Paris.

Technological advances were also seen through language services' switchover to SAP, which was completed at the end of June 2015. It meant that every translation and editing request must now be submitted using the new system. Putting the volume of the team's work into context, 1,185 requests were received and handled by the three language sections in the last quarter of the administrative year alone, spread across publications, documents for the club competition finals, youth tournaments, EURO 2016, the minutes of the Congress, the website of the UEFA Foundation for Children and various governance documents, not forgetting the book celebrating 60 years of UEFA, written by André Vieli, former editor-in-chief of UEFA.direct. This all amounted to a total well in excess of four million words.

The human resources unit established a new recruitment strategy targeting an improved standing of UEFA as an employer of choice in order to prepare for the major challenges ahead, such as EURO 2016 and EURO 2020. The unit worked with the communications team to develop a new web page on UEFA.org which introduces potential applicants to UEFA and clearly displays its values. The same alliance with communications led to a heightened presence and following on LinkedIn and several other professional and recruitment platforms.



UEFA employees were further protected by the 'We care about you' initiative, putting together a clear procedure and guidelines for staff in case of harassment.

Those successfully recruited by the new strategy will now be given support before they walk through UEFA's doors thanks to the development of a new portal, done in partnership with the ICT team. NET (Newly Engaged Talent) offers a time-efficient solution for newcomers to find out about the region and give information to the relocation specialists if required, as well as learning more about the internal workings of the organisation and finding answers to frequently asked questions before arriving on campus.

On the UEFA campus, an exhaustive security audit was conducted and new security measures introduced, including a dedicated staff and suppliers' entrance at headquarters and a barrier at the entrance to the main car park (with automatic number plate recognition).

The administration will build upon those measures in due course and implement even tighter security when events are taking place in Nyon.

During 2013/14, a display was mounted at the main headquarters celebrating 60 years of UEFA history. One year on and that was followed by work to extend it to a digital display, led by the special football projects team. Behind it lay new amenities for UEFA employees. At the end of 2014, an ATM was installed on campus and, in close proximity, a gift shop was opened in mid-May 2015. The store is for staff and authorised visitors but, for security reasons, access will not be granted to the general public for the time being.

The travel, accommodation and conferences team offered constant support to staff and UEFA officials, partners and guests throughout the year, as well as developing travel and accommodation strategies for future events. Hosts for 2016/17 club competition finals were

only confirmed and announced by the Executive Committee at the end of June 2015, and the team set to work immediately to secure hotel reservations. Meanwhile, the official accommodation agency for EURO 2016 was consistently on target with its sales over the last quarter of the administrative year, and discussions gathered pace with French national railways operator SNCF regarding UEFA's needs for reservations for the final tournament.

A significant part of the year was also spent looking back at UEFA's history. The process of digitising UEFA's historical archives remained on schedule, allowing work to commence on the structure that the storage would take, including the definition of libraries and metadata. Furthermore, guidelines were produced (in collaboration with the corporate governance and legal affairs teams) for external users of electronic and physical archive material, and archiving rules were prepared for specific types of document (considering material on topics such as the Club Financial Control Body, procurement and EURO 2016 SAS).

A more hands-on illustration of UEFA's work over the past 60 years came in October 2014 in Nyon, when the organisation opened its doors to the public by way of celebrating the milestone. Around 4,200 visitors arrived to learn about UEFA's work and mingle with stars in special training sessions with French internationals of the recent past Grégory Coupet and Christian Karembeu and renowned Swiss names Stéphane Chapuisat, Patrick Müller and Pascal Zuberbühler, all wowing the crowds.

Through information stands, a tour and a special video, the day was designed to give an insight not only into the six decades of UEFA's past but also into the work done in the present to foster the well-being of the game.

UEFA Events SA

Marketing

"Existing partners MasterCard and UniCredit have renewed their UEFA Champions League agreements and they will be joined, for the first time, by PepsiCo. Hankook return in the UEFA Europa League, where FedEx will be the new main sponsor, and Enterprise Rent-A-Car are sponsor partner debutants."

That quote alone from UEFA's marketing director Guy-Laurent Epstein shows just how busy the last year of a UEFA club competition cycle can be for the various parts of the marketing team. Two workshops (Champions League and Europa League) took place at UEFA headquarters to welcome all new partners to the UEFA family and to inform them of their rights and working procedures for the new, three-year cycle. Many divisions took part in such workshops to give their own expertise and perspective on matters such as operations, digital, brand, research and other areas deemed relevant to the audience.

In terms of licensing, the Pro Evolution Soccer (PES) virtual Champions League finals took place around the final match itself. Over half a million players were initially involved in the tournament, with Berlin witnessing 25 of the world's best players from 25 different countries battling it out for the title. Meanwhile, the first-ever UEFA Champions League Experience concept store – containing merchandise, a museum and casual dining facilities – opened at Yas Mall in Abu Dhabi on 6 June 2015, with a roll-out plan in progress for more shops in the region in the coming years.

The sales processes for the competition media rights also intensified throughout the year, running hand in hand with those for the European Qualifiers, which continued to prove its global appeal. For EURO 2016, a contract was agreed and signed with the European



Broadcasting Union (EBU) on behalf of its members, and looking further afield in national team football, contractual discussions continued in relation to European Qualifiers/ UEFA Nations League rights for the 2018–22 period. The wheels were already in motion for negotiations on coverage of EURO 2020, with discussions progressing in the United Kingdom and a tender process initiated in Germany as the reporting period came to a close.

On more contemporary matters, new ground was broken during the 2013–15 European Under-21 Championship final round. The first-ever truly worldwide coverage of the tournament was undertaken from the Czech Republic, through the combination of an unparalleled broadcast network of over 35 partners and digital coverage – live and on-demand – in unsold territories on UEFA.com and YouTube (via UEFA.tv). In Sweden, the final performed better than the FIFA

Women's World Cup and the Ice Hockey World Cup as the nation went on to lift the trophy.

By the end of the year, 45 of UEFA's member associations had received KISS marketing support on European Qualifiers, while MESGO successfully delivered a marketing week in London.

Such advancements came during a period of high activity in the build-up to EURO 2016. David Guetta was confirmed as the official music ambassador for the final tournament, while preparations were being made throughout the period for finalising the EURO 2016 trophy tour, as well as other potential ways for sponsors to activate.

One of the visual representations of the finals will be the mascot. Super Victor was unveiled at a friendly international between France and Sweden in November 2014, just 12 days after 100,000 fans had voted to choose his name.

Various sponsor workshops were held to focus on host cities, broadcast sponsorship, digital marketing and hospitality/ticketing, to provide further information to sponsors in relation to activation in and around the final tournament, while the official match balls were approved, to be unveiled in December 2015.

Operations

European Qualifiers

September 2014 saw the operational centralisation of the European Qualifiers for EURO 2016 in France. It is the first time that these matches are being commercialised and organised by UEFA using a common approach aimed at delivering standardisation, consistency and uniformity across the 278 matches.

In order to achieve this aim, a new national team operations (NTO) unit was established within the operations division, entrusted with the operational implementation of the European Qualifiers concept based on the various agreements with the 54 UEFA member

associations and contractual obligations with UEFA's partners. The task of the NTO unit has been to contribute to the integration of a consistent standard of TV production across all matches and to deliver a centralised sponsorship and promotional programme according to predefined rights that each association had mandated UEFA to commercialise.

The 54 national associations offered UEFA different elements of their commercial inventory, which resulted in a split whereby UEFA was responsible for the sale and delivery of 100% of the commercial rights in 16 associations and 50% of such rights in 18. In the remaining 20 associations, UEFA was only responsible for safeguarding the adequate representation of all promotional material, while the host associations retained the full commercial inventory.

In view of this centralisation – and UEFA's obligation to deliver a uniform level of TV production across all matches – a total of 127 site visits were conducted to examine the infrastructure facilities and the technical



requirements for broadcasters at the various venues proposed by the associations. Following these visits and extensive collaboration with the host associations, in order to make the necessary improvements, a total of 95 stadiums will be used for these 278 matches. The number of stadiums used per association varies – 33 will play all their matches in the same stadium while four will play their five home matches at five different stadiums.

The on-site operations were undertaken by a small venue team consisting of a match manager for the host association and a dedicated venue manager for UEFA. Depending on the specific challenges faced at different matches (increased media interest, security concerns, double TV production, etc.), additional resources were deployed on-site to safeguard the overall delivery of the match.

The European Qualifiers project met with significant success in its first centralised version, with matches forming the ‘Week of Football’ producing high TV ratings and considerable media interest. In comparison with other UEFA competitions, the most popular matches in the cycle could be compared with a Europa League quarter-final match in terms of TV audiences and media interest (based on commentary positions, visiting broadcasters, pitch-view studios, etc.).

The European Qualifiers will conclude with the play-off matches to be held in November 2015, after which the project will focus on the new cycle of European Qualifiers for the 2018 World Cup in Russia.

Club competitions

The 2014/15 Champions League and Europa League were the last of the 2012–15 cycle, meaning that it was a season of transition, with important planning under way for the new cycle.

The 144 Champions League matches and the 204 matches in the Europa League required significant resources in order to maintain the high level of delivery, uniformity and consistency that the market has come to expect from these premium events and that UEFA has committed to delivering following the insourcing of all club competition operations. More than 100 site visits were conducted to clubs that could potentially qualify for the competitions to make certain that all the required infrastructure was in place.

A total of 634 venue assignments were made, representing mainly venue operations broadcast managers (VOBMs) and venue services sponsorship managers (VSSMs), who are responsible for safeguarding the on-site delivery of all of UEFA’s contractual obligations to partners and sponsors. This pool of experts is composed of approximately 70 internal UEFA staff who have been trained for these specific roles and 100 freelancers who provide their services in this respect as well as for other UEFA competitions.

The overall level of delivery was high, leaving all stakeholders very content. Media interest in these competitions is constantly growing, as shown by the ever-increasing number of broadcasters that travel to venues. Matches with more than 40 broadcasters on-site and over 100 requesting the match feed are commonplace, which highlights the need for continuous collaboration with participating clubs in order to maintain adequate facilities.

Club competition finals

The organisation of club competition finals is a long process that is overseen by the UEFA events centre and involves all UEFA divisions. It starts 30 months before the final itself, with various site visits to the host city and stadium undertaken in order to identify all appropriate locations and to collaborate with the host association and local authorities in order to



guarantee the best possible conditions for the delivery of the event. The site visit process starts with key members of the most relevant domains (competitions, TV production, ticketing and hospitality) making the initial visit, from which a continuous exchange of information develops that is incorporated into the overall planning and venue management concepts.

The first final to be organised during this period was the Super Cup match held at Cardiff City Stadium in Wales. The event saw a great partnership with the Football Association of Wales, which helped build a solid foundation that will certainly be essential to the preparations, already under way, for the hosting of the 2016/17 Champions League final at the city's Millennium Stadium.

The Women's Champions League final in Berlin – the first major club competition final of the season – was held at Berlin's Friedrich-Ludwig-Jahn-Sportpark, which had received significant investment for overlay improvements from the city authorities,

highlighting how the hosting of such an important event can trigger a long-lasting legacy.

Warsaw and its National Stadium were the hosts of the Europa League final. This event marked the return of a UEFA competition to a venue used for EURO 2012, and knowledge of the stadium and established relationships with the local environment played an important role in preparing for this special event. In addition, a dedicated area in the town's old centre was devoted to activities organised by UEFA and its partners, introducing an appropriate 'fan area' for a Europa League final.

The Champions League final, held at Berlin's Olympiastadion, saw the hosting of one of sport's biggest annual events. Its planning was the outcome of a number of site visits that also included dedicated ones for UEFA's partners, broadcasters and sponsors, and the clubs contesting the final were able to contribute to the overall organisation. The Champions Village adjacent to the stadium was a colossal construction of more than 30,000m²,

demonstrating both the interest of partners and the high level of service offered by UEFA. The highlight of the week of activities in Berlin was the Champions Festival, which welcomed more than 320,000 visitors, emphasising the importance of the Champions League final and demonstrating its impact in any host city.

Logistics

Preparations within the logistics operations unit for a season of club and national team football start long before the season itself. Orders are placed for materials from December onwards, with signage and branded and unbranded materials sent between May and July from all over the world to the 5,500m² central warehouse in Aalst, Belgium. Over 350 trucks brought materials to the warehouse ahead of the busy 2014/15 season.



Additional work for the start of the new European Qualifiers involved shipments of around 20 trucks, and, separately, over 130 flight cases to national associations. In all, 450 different designs were completed for the European Qualifiers, with 95 items produced in quantities of nearly 500,000 pieces. Numerous signage items were also shipped to associations for their matches.

Following the club competition group stage draws, all the materials were prepared for shipment by truck or by flight case to all venues hosting UEFA club competition

matches. A total of 73 trucks were on the road for the 348 matches, all leaving from Aalst and covering a distance of around 350,000km between them, moving around 2,850 tonnes of material in the process. As usual, the trucks were full of signage structures, from interview backdrops to entrance and winners' arches, as well as numerous brand production materials, from accreditations to substitution panels and umbrellas. On the trucks were over 1,000 venue-specific signage items designed and produced specifically for certain venues, 3,600m² of fabrics for backdrops, over 70km of tier dressing and over 48,000 generic signage items. The signage team also managed the LED pitch-perimeter board operations for the 29 matches of the Champions League knockout rounds, conducting 14 site visits and using 8 of the existing club systems of the 16 participating teams. Around 150 supplier staff worked across the Champions League and Europa League on signage and LED operations throughout the season. The brand production team completed 1,521 design artworks and produced 715 items in quantities of nearly 2 million pieces for those two club competitions alone.

For the club competition finals in Berlin and Warsaw, a further 914 specific final designs were completed by the brand production team and rolled out across 436 different branded materials (with quantities of 268,600 produced). Many of the designs were also used for the 3,976 different items produced by the signage team, plus 10,397m² of branded stadium dressing used to create the festive and unique atmosphere at each of the final venues. Also for the finals, the event logistics team ordered and distributed over 20,000 items of adidas VIK (value in kind) uniform to staff, volunteers and broadcast partners working on the events.

During the season, the staff logistics team managed 15,712 room nights in staff and UEFA family hotels for the Champions League

campaign, and 5,541 room nights across Europe for the Europa League. It also took care of 12 major site visits for both club competitions and EURO 2016, with 544 participants. With regard to the EURO, 39 staff hotel contracts were signed, with around 90,000 room nights expected during the tournament in France.

During the whole year, preparations continued apace for the new 2015–18 cycle of club competitions and for the EURO. Tenders were completed and contracts signed for various services, with around 60 further contracts awarded for upcoming business worth over €110m over the next three seasons. New designs and new production items were launched for the Champions League and Europa League, and a new SAP warehouse management tool was introduced to help cope with the influx of new materials and the increased workload that the now fully centralised Europa League, in particular, entails.

UEFA EURO 2016

The season under review has been a time of consolidation for all projects involved in the preparation of EURO 2016. Several tenders have been completed in order to secure the provision of equipment and services for both pre-tournament events and the tournament itself.

Constant dialogue with the French government led to the confirmation of commitments taken during the bidding phase on the fiscal situation of the tournament and tax exemption. Further discussions have been initiated about safety and security, screening of accreditations and protection of participants and official sites.

Integration of third parties into this implementation phase has been a strong focus for the whole period: from state administration, governmental agencies and host cities, to stadium operators and other service providers.



The workforce of EURO 2016 SAS grew significantly during this year (from under 50 to over 110), in line with the ramp-up of all functional areas during the final phase in the run-up to the tournament. The opening of EURO offices at the Stade de France in spring 2015 was a strong symbol marking the move of the organisation into the implementation phase, with EURO staff now present at the venue that will host both the opening match and the final.

In close cooperation with the French Football Federation and Association Volontaires 2016, the recruitment campaign for volunteers was launched, with local events organised in each host city. An internet portal was opened to collect online applications before the organisation of recruitment events to take place at a later stage. By the end of June 2015, some 8,000 applications had been received, 75% of which from France alone, a record for a EURO.

On the venue management side, renovation work was completed at Marseille's Stade Vélodrome, and at Stade Geoffroy-Guichard, in Saint-Etienne. Construction of the new stadium in Bordeaux was completed and the first matches played at the venue. Consistent progress was made in both the construction of the new stadium in Lyon and the renovation of the Stade Bollaert-Delelis, in Lens.

The focus has been put on the adaptation of EURO overlays in each stadium. Detailed discussions and long negotiations have been taking place with each venue on amendments to stadium agreements, in order to cover the additional investment needed in order to fill the gaps with EURO requirements.

Pitch audits have been carried out in all existing stadiums. Operators have been provided with valuable feedback and detailed action plans for proper pitch upgrades and maintenance. The situation will be closely monitored until the tournament, with the

assistance of a pitch consultancy company, in order to assess the need for potential pitch replacements at selected venues.

A catalogue of 66 proposed sites was published for national associations to select their team base camps. For the first time, this catalogue has been published in the form of a website, reducing production and distribution costs and allowing rapid and easy adaptations if needed. Site visits with national associations to 45 sites had already been performed by the end of this period and 18 associations had made a provisional selection of team base camps from this catalogue. Two national associations have selected team base camps not in the catalogue. All 24 participating national associations have until the end of January 2016 to confirm their bookings.

The location of fan zones was finalised in each of the ten host cities and the tender for audiovisual equipment to be provided by UEFA (giant screens and sound systems) was completed. On their side, host cities are experiencing delays in appointing their fan zone operators due to sometimes lengthy administrative processes.

General public ticket sales were successfully launched on 10 June 2015, on the occasion of the one-year-to-go event in Paris, opening a one-month online subscription period. An appealing €25 ticket price generated immediate media interest and high traffic on the EURO ticketing portal. A total of 11 million ticket requests had been registered by the end of June 2015 and were to be verified and further processed before the lottery took place later that summer.

This sales phase marked a significant milestone, since it was run with UEFA's own ticketing system that had been released earlier in the period for the sale of tickets for both the Champions League final in Berlin and the Europa League final in Warsaw.

Close to 16,000 tickets for disabled fans were also applied for during this sales phase. Processing of these requests has been facilitated by cooperation with CAFE – the Centre for Access to Football in Europe – which performed background checks of proof of disability. This collaboration was introduced for the first time in EURO and ensured smooth processing while contributing to the fight against ticket fraud.

Hospitality sales have been launched under the label 'Le Club Henri Delaunay' with two high-quality products on offer: Gold and Platinum (skyboxes). The hospitality programme is being sold through a dedicated sales force located at the EURO 2016 SAS headquarters in Paris, targeting the French market, and agencies managed from UEFA headquarters in Nyon, taking care of international sales.

On the hospitality production side, a partnership with DO&CO/Hédiard was announced for the management of catering and hospitality areas. Renowned French chef Joël Robuchon will oversee the menus that will be offered to guests and clients during the tournament.

Intense discussions with authorities and operators at national, regional and local levels have been taking place on public transport and mobility matters. National and host city mobility concepts have been prepared and shared with all stakeholders. At national level, close contacts have been established through specific working groups handling questions related to air transport, on one side, and ground transport on the other. At local level, discussions are focussed on the last kilometre perimeter around the stadiums, as well as the transfer of fans between key locations, such as the city centre, stadium, fan zone and railway station or airport.

Discussions on the free-transport initiative have so far not been conclusive, for several reasons, among which the absence of country-wide ticketing interoperability, the number of public transport operators, as well as issues related to the funding of such an initiative.

In relation to sustainability matters, the decision was taken to undergo ISO 20121 certification for sustainable events. It will be the first time that UEFA has applied for such certification for one of its events and it should help position the tournament as an example for all UEFA events as well as third-party stakeholders. Two important reports have been published: an economic impact study and a one-year-to-go report on social responsibility and Sustainability, both of which provide an overview of the steps taken and the progress made in managing the key social, economic and environmental impacts of the tournament.

Super Victor, the EURO 2016 mascot, made his debut in Marseille before the France versus Sweden friendly match and has been regularly appearing at events, such as the launch of volunteer recruitment programme and home matches of the French national team.

Among other events managed by the operations division was the ceremony held in Geneva in September 2014 to announce the 13 host cities for EURO 2020.

TV production

The TV production unit also had its sights set on EURO 2016 during this reporting period, undertaking site visits to host venues that produced positive feedback. Compound areas and cabling were verified in a further tour in early 2015, allowing the host broadcast team to confirm other infrastructure points at the venues, such as pitch-view studios, announcer platforms and a detailed allocation of unilateral areas. A two-day production workshop was held and the contracts were signed for the international broadcast centre (IBC), which will be the hub for worldwide coverage of the final tournament in June and July 2016.

From a TV production perspective, European Qualifiers coverage was monitored and deemed a success, with host broadcasting delivered across a number of territories during the period to ensure that a high level of service was delivered to rights-holding broadcasters. Training was also organised for venue managers, match managers and venue operations broadcasting managers (VOBMs), which included live match production simulations for various competitions.

Additional programming was delivered for European Qualifiers and working with IMG, UEFA also delivered 33 Champions League magazine shows throughout the season, while working on a new concept for the forthcoming cycle which would provide a Europa League version to broadcasters on a regular basis. The existing incarnation provided two shows annually: one a review of the group stage and the second reflecting on the knockout rounds.

Alongside a variety of internal projects and supplying video for UEFA's digital platforms, TV production delivered the first season of the UEFA Women's Football Show (referred to earlier in this report) and produced the video commemoration of the football match that brought a temporary truce during the first Christmas of World War I, syndicating additional rushes to broadcasters, and sourcing quotes from prominent European politicians. The team also worked with other internal stakeholders to produce video content for the UEFA Congress in Vienna.



Balancing tradition and progress

UEFA's year can be appropriately summarised by the twin objectives of preserving faith in the values of football while simultaneously working towards a brighter future.

The almost 19-minute long season review video produced by TV production for the 2015 UEFA Congress gave a number of illustrations of UEFA's nurturing of the game through reinvestment, with around 80% of revenues pumped straight back into the sport. However, events in the football world over the last 12 months have shown the need to be transparent and guard against complacency in our governance.

We have worked tirelessly on a strategy to preserve and embolden national-team football, to maintain the balance and integrity of the club game and create a framework around which the stars of tomorrow can come through the ranks safely and with education at the core of their development.

We hope that even more potential talents of the future will start to participate in football as a result of the largest ever EURO in 2016, irrespective of ability, religion, colour, gender or sexual orientation. We believe that when they do so, UEFA will be able to draw on more than 60 years of experience in order to take the sport to new heights and be unfaltering in safeguarding its well-being.





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