CONTENTS

I. Report of the President and Executive Committee
   Committee Reports ........................................ 2

II. Report of the UEFA Administration .................. 23

40th Ordinary UEFA Congress
2016 Budapest
I. REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE

1 July 2015 - 10 July 2016
UEFA and its Executive Committee have been through a challenging year requiring careful management to ensure stability and continuity. The committee and the organisation reacted to a series of difficult events with fortitude and a strong desire not to be diverted from the core mission of European football’s parent body to promote, protect and nurture the game on this continent.

The reporting period was marked by the case involving the UEFA president, Michel Platini, which culminated in him receiving a four-year suspension from all football-related activities from the Court of Arbitration for Sport (CAS) in May 2016. Following an initial 90-day provisional suspension handed down by the FIFA Ethics Committee in October 2015, subsequently upheld by CAS following an appeal, Mr Platini was suspended for eight years by the Ethics Committee in December 2015. This suspension was reduced to six years by the FIFA Appeal Committee in February 2016. Following the final CAS verdict and Mr Platini’s announcement that he intended to step down, the Executive Committee set procedures in motion for an Extraordinary UEFA Congress in Athens in September 2016, where a new UEFA president would be elected. In the meantime, UEFA’s first vice-president Ángel María Villar Llona assumed the presidency on an acting basis.

At the same time, a significant change took place at the helm of UEFA’s administration. Gianni Infantino, UEFA general secretary since 2009, was elected as the ninth FIFA president at the world football body’s Extraordinary Congress in Zurich in February 2016. His candidature had received the full backing of the UEFA Executive Committee, which said upon his election that it looked forward to working closely with him to promote, protect and develop football around the world. In his place, the Executive Committee appointed UEFA’s deputy general secretary and national associations director Theodore Theodoridis as general secretary ad interim in March 2016. On assuming the role, Mr Theodoridis said he hoped for progress and solidarity in the relationship between UEFA, FIFA and the rest of the football world.

Amid the various events that took place during the period under review, UEFA held an Ordinary Congress in Budapest in May 2016, after an Extraordinary Congress in Zurich in February 2016, with a second Extraordinary Congress scheduled for September 2016, in Athens.

The European organisation’s aim remained one of fostering dialogue, cooperation and consultation with its 55 member associations – Kosovo joined the UEFA football family at the Budapest Congress – and the game’s stakeholders. The objective is three-fold – to develop and protect football, maintain high levels of openness and transparency, and to safeguard values which are crucial for football’s good health.

The on-field highlight of the period under review was UEFA EURO 2016 in France, a spectacular tournament and the first to feature 24 teams. The Executive Committee’s decision in 2008 to increase the EURO final-round field for the 2016 tournament proved to be fully justified and underlined UEFA’s commitment to promoting and developing national team football.
Alongside EURO 2016, UEFA’s other competitions also offered a wealth of exciting matches, memorable goals and outstanding individual performances. The European club and national team competitions will continue to be constantly assessed and adjusted, to ensure their longevity and popularity.

UEFA’s wish that more women should occupy senior decision-making roles in football was emphasised during the reporting period when Florence Hardouin, chief executive of the French Football Federation (FFF), became the first female member of the Executive Committee to be elected by a UEFA Congress at the assembly in Budapest. Her term of office runs until 2019.

The Executive Committee has striven to give momentum to UEFA’s policies and visions across multiple platforms, including financial fair play, the fight against match-fixing, and efforts to eliminate racism and discrimination from football. It is noted with pride that relations with the 55 member associations remain strong and solid, and that the bond with European clubs has been strengthened for the years to come. It is equally heartening to note that the European political authorities, with whom UEFA is in constant dialogue, support many of UEFA’s visions and measures in important areas.

The Executive Committee is fully aware of its essential role in making sure that UEFA keeps pace with the times in European football, not only as a result of far-sighted decisions, but also through regular consultation and dialogue with political, economic, social and sporting stakeholders. The new presidential era which began beyond this reporting period will seek to marry past achievements with a firm will to embrace further evolution in the future – with, as always, football and its interests taking priority.
The 15th UEFA European Football Championship final round, UEFA EURO 2016, took centre stage in France between 10 June and 10 July 2016. Ten venues – Bordeaux, Lens, Lille, Lyon, Marseille, Nice, Paris, Saint-Denis, Saint-Etienne and Toulouse – staged the 51 matches required by the increased 24-team field.

Ahead of the final tournament, the qualifying competition produced a number of positive surprises, with five countries qualifying for their first-ever EURO – Albania, Iceland, Northern Ireland, Slovakia and Wales.

The final-round field was increased, among other things to give more countries the opportunity to take part in a major tournament, and the qualifying competition bore testament to the strength of football across Europe. The European Qualifiers were watched by more fans than ever before, thanks to the new Week of Football concept, which saw matches spread over six-day international matchweeks. This fresh approach bolstered UEFA’s vision of enhancing the exposure, appeal and quality of European national team football.

As for the final round itself, meticulous preparations were made by UEFA and its organising partner, EURO 2016 SAS, in the run-up to the tournament. The stadiums were constructed or renovated to the highest quality standards, and the host cities and communities across France were ready to welcome hundreds of thousands of visitors from across Europe and beyond. Security matters were a pivotal issue in the light of recent distressing events, and cooperation with the French authorities turned out to be excellent. As far as spectator behaviour was concerned, the Executive Committee’s stern warning after early incidents that
teams whose supporters were involved in disorder could face disqualification ultimately had a positive effect.

The tournament proved outstanding on many fronts over a memorable month. Portugal won their first-ever EURO, overcoming France after extra time in a tightly contested final at the Stade de France, bringing the curtain down on an unforgettable event which was a fantastic public success, notable for the festive atmosphere generated by fans inside and outside the stadiums. Over 2.4 million spectators watched the 51 matches, with just over 11.2 million requests made for tickets to see the games. The ten fan zones in France attracted around 3.6 million people to savour the EURO atmosphere, and the innovative work of more than 130 broadcast partners contributed to a cumulative live TV audience of more than 6 billion viewers, with over 300 million watching the final alone. There were a record 300 million visits to UEFA’s digital platforms during the tournament, four times more than for EURO 2012. No less than 153 million people visited the official tournament website, EURO2016.com, with over 444 million page views. The official EURO app generated 10.7 million downloads overall, while UEFA’s Facebook, Twitter and Instagram accounts grew by more than 15 million people.

A total of 6,500 volunteers provided dedicated and outstanding services, and the Executive Committee went on record to express its gratitude for their outstanding work.

The economic impact of EURO 2016 in France was considerable, with studies reporting that an estimated 100,000 people were employed for the tournament, 20,000 jobs were created for the construction and renovation of stadiums, and 25,000 full-time jobs were generated by the economic impact. The sports legacy left behind was also significant. Infrastructures in the host cities were given important funding for development and, across Europe, UEFA’s 55 member associations will be able to improve infrastructures over the period until 2020, thanks to EURO revenue provided under the HatTrick assistance programme.

Preparations will now accelerate for UEFA EURO 2020, to be staged in 13 cities across the continent to celebrate the championship’s 60th anniversary. Alongside this, the new UEFA Nations League, due to start in September 2018, is drawing ever closer and preparatory work is in full swing. The Executive Committee is confident that the wishes of the European national associations to see national team football further developed for the long term are being met.

In women’s national team football, the UEFA Women’s EURO 2017 qualifying competition reached its closing stages, and preparations remained on course for the final round in the Netherlands in July and August 2017 – the first with 16 teams, giving more women players invaluable experience on the highest international stage. In the meantime, a magnificent UEFA Futsal EURO in Belgrade in February 2016 showed that the appeal of this burgeoning sector of the game is continuing to grow in an encouraging way.

The youth competitions provided perfect platforms for talented young players to show their potential. High-quality final tournaments were hosted by Greece (men’s U19), Azerbaijan (men’s U17), Israel (women’s U19) and Belarus (women’s U17) – showcasing the excellent organisational skills that are prominent among the European national associations.
UEFA’s club competitions remain successful in both commercial and sporting terms. Following consultation between UEFA and the European Club Association (ECA) and ratification by the Executive Committee in March 2015, a new distribution system was introduced for the European club competitions for the 2015–18 cycle, beginning from the 2015/16 season. The new system provides substantial increases in the amounts received by clubs in the UEFA Champions League and UEFA Europa League, as well as by clubs not taking part. More funds are also earmarked for UEFA Europa League participants and clubs involved in the qualifying rounds. Solidarity payments have also increased significantly for clubs that do not qualify for the group stages, as well as for clubs that do not qualify for either competition at all.

Revenue from the 2015/16 UEFA Champions League amounted to some €1.345bn (2014/15: €1.030bn), while revenue from the UEFA Europa League totalled €411.1m (2014/15: €239.7m).

Both competitions continued to attract huge public interest. Almost 6.6 million fans attended UEFA Champions League matches in 2015/16 and over 6.7 million were present at matches in the UEFA Europa League, justifying the overhaul of the competition image and its new branding. Spain provided the two competition winners: Real Madrid CF’s UEFA Champions League triumph gave them this particular silverware for the 11th time, and Sevilla FC won their third successive UEFA Europa League title.

Meanwhile, women’s club football in Europe continued to make excellent progress, reflecting the significant development and promotional efforts being made throughout the continent. France was the destination of the UEFA Women’s Champions League trophy, as Olympique Lyonnais clinched their third title.

Monaco is the setting to herald every UEFA club competition season, and players who have excelled in the previous campaign receive prestigious UEFA awards. FC Barcelona’s Lionel Messi was voted the 2014/15 UEFA Best Player in Europe for the second time by a panel of European football journalists, while 1. FFC Frankfurt and Germany forward Célia Šašić was voted as the 2014/15 UEFA Best Women’s Player in Europe by a jury of 18 journalists supporting women’s football.

Georgia staged the 2015 UEFA Super Cup between the winners of the previous season’s UEFA Champions League and UEFA Europa League. An extraordinary encounter of swinging fortunes in Tbilisi saw Barcelona run out 5-4 winners over Sevilla FC after extra time.

Russia’s eight-year wait for a third UEFA Futsal Cup victory ended as debutants Ugra Yugorsk edged out hosts Inter FS 4-3 in a thrilling final in Guadalajara, Spain, in April 2016. All four games at the Palacio Multiusos Guadalajara were sold out – reflecting futsal’s blossoming as an exciting public attraction.

The Executive Committee believes that UEFA’s nurturing of the national team and club sectors is paying handsome dividends, with development and progress the key objectives in ensuring that the European competitions continue to stride confidently into the future.
Refereeing

UEFA’s refereeing activities are bearing impressive fruit. In August 2015, 105 referees came to Nyon for their annual summer gathering, while in February 2016, Cyprus hosted the traditional advanced and introductory winter courses for experienced referees and newcomers to the international list. The course agendas include fitness tests, video analysis of various incidents and decisions, technical and instructional sessions, and invaluable feedback exchanges between referees and the UEFA Referees Committee.

The role played by assistant referees and additional assistant referees (AARs) cannot be emphasised enough nowadays. Cyprus was also the setting in January 2016 for a specialist assistant referee workshop, and 40 AARs attended a course specifically designed for them in Nyon in August 2015.

Eighteen refereeing teams were selected for EURO 2016 – each team comprising six match officials: one main referee, two additional assistant referees, and two assistant referees, with a third assistant referee named as a reserve for each team, and remaining on standby until the tournament kicked off. Additionally, the Referees Committee chose two referees and two assistant referees to serve only as fourth officials and reserve assistant referees. A total of 112 match officials attended a preparatory workshop at the EURO referees’ base at Enghien-les-Bains, near Paris, in April 2016, and 94 match officials from 21 national associations returned to France in early June for the tournament itself.

UEFA visited all 24 teams before the EURO to explain exactly how the Laws of the Game would be interpreted in France. This was particularly important given that the International Football Association Board (IFAB) had decided on changes to the laws which would be applied for the first time at the EURO. Another innovation saw match analysts – coaches with UEFA A licences – deployed to give the EURO referees invaluable preparatory information on the teams, their players and tactics.

Referee performances at the EURO gave the Executive Committee great cause for satisfaction, and praise was also due to the players and coaches for their general conduct, resulting in fewer cases of dissent and ‘mobbing’ of referees by players disputing decisions.

UEFA’s introduction of goal-line technology (GLT) took place during the review period. In January 2016, the Executive Committee approved the use of GLT for EURO 2016, as well as for the 2016/17 UEFA Champions League, from the play-offs onwards. At its March 2016 meeting, the committee then decided that GLT would already be used at the 2015/16 UEFA Champions League and UEFA Europa League finals. The system focuses on the goal line, enabling additional assistant referees to monitor penalty-area activity and support the referee in making decisions.

UEFA’s Centre of Refereeing Excellence (CORE) continues to effectively prepare young male and female referees for careers at the highest level. The quality of this dedicated work was seen at EURO 2016, when Polish referee Szymon Marciniak became the first CORE graduate to be chosen as a EURO match official.

The Executive Committee welcomes the high quality of European refereeing, and will do its utmost to provide match officials and the UEFA Referees Committee with support and resources to maintain these standards.
OFF THE FIELD

The Executive Committee analyses, discusses and decides on matters across European football in its entirety, and initial deliberations on many of the topics in question take place within the Professional Football Strategy Council (PFSC), comprising the UEFA president and four UEFA vice-presidents, as well as representatives from the European Club Association (ECA), the European Professional Football Leagues (EPFL) and the professional players’ union FIFPro Division Europe.

Financial fair play

European football’s financial health is showing encouraging improvements, thanks in no small part to UEFA’s financial fair play measures, which were introduced with the Executive Committee’s approval in 2009. The seventh club licensing benchmarking report, issued in October 2015, highlighted the positive turnaround – bottom-line losses cut dramatically, club balance sheets strengthened, club net debts reduced, revenue growth continuing, and record operating profits of €805m generated in 2014. The report emphasised clubs’ willingness to adopt more sustainable plans for the future, thereby curbing the financial excesses that necessitated the introduction of financial fair play measures in the first place.

These measures are backed in full by the European football family and Europe’s political authorities. A new Club Financial Control Body (CFCB) chairman was appointed in the review period – former Belgian prime minister Yves Leterme – and the body remains a solid and reliable monitor of the clubs’ financial management, taking action when it is considered appropriate to do so. Financial fair play has put European club football on a more stable footing, and the Executive Committee is cautiously optimistic that efforts to safeguard European club football’s stability and create sound bases are having a real effect.

The positive impact of club licensing was underlined in a report published in January 2016, looking back at the system over the ten years since its introduction. Considerable progress has been made in addressing problems such as financial transparency, inadequate stadiums, overdue payables and lack of youth investment. Club licensing has raised the level of professionalism in club management and supports the financial stability of clubs and the integrity of competitions. It is clear to the Executive Committee that the system provides the perfect platform for the future growth and prosperity of European club football.
**Integrity**

UEFA works closely with the European football family and key stakeholders in the fight against match-fixing, which constitutes a genuine danger to the integrity of football.

The UEFA match-fixing working group met in autumn 2015, and again issued a call for the incorporation of criminal provisions against sporting fraud in Europe’s legal frameworks. The group includes UEFA integrity officials, state and national football association prosecutors, police, crime prevention agents and betting and gambling experts from across Europe. There was also agreement on the need to make the public more aware of the seriousness of match-fixing and of what it ultimately means for football.

A comprehensive integrity programme was implemented for EURO 2016, with no concerns arising with regard to any of the 51 matches in France. The programme comprised education, monitoring and cooperation with key stakeholders, with particular emphasis on preventing any issues related to match-fixing and betting irregularities. The 24 squads and 18 referee teams were also given presentations on match-fixing before the event.

UEFA’s integrity education drive includes regular presentations to young players to alert them to the dangers of match-fixing. Moreover, UEFA’s betting fraud detection system monitors betting patterns at around 32,000 European matches every year, and has proved its value in detecting potential match-fixing situations.

The Executive Committee fully endorses UEFA’s zero-tolerance policy towards match-fixing, which sees anyone found guilty of such offences liable to receive severe penalties.

---

**Safety and security**

UEFA issued a new safety and security strategy for 2015–19 during the period under review. The strategy sees UEFA take a leadership role in European football stadium and security matters, promoting and requesting integrated partnerships with public authorities at national and local level, promoting high-quality stadium infrastructures and top-level stadium security management; and promoting, developing and contributing to pan-European, national and local initiatives that encourage a safe, secure and welcoming environment at football matches.

UEFA has reiterated its call for concerted efforts by those working in football, governments, police and public authorities to reduce violence in and around stadiums. In particular, as part of its strategy UEFA will seek to have troublemakers excluded from stadiums. It is encouraging wide-ranging measures that prevent known high-risk supporters from travelling abroad. The Executive Committee calls on the whole football family to remain vigilant and act firmly against anyone whose conduct has a negative effect on the game.

Blanket security measures were put in place for EURO 2016, in light of the tragic events that occurred, in Paris and Brussels in particular, ahead of the tournament. The French hosts pledged to deliver a high-quality EURO, and the target was to stay totally focused on that, whatever the circumstances of the moment. Excellent cooperation with the French authorities and private security companies helped fulfil those expectations at the tournament.
Anti-doping and medical developments

UEFA’s ever-evolving anti-doping activities are firmly backed by the Executive Committee, and 2015/16 saw UEFA introduce its strongest-ever anti-doping programme. This included the introduction, with the committee’s approval, of the World Anti-Doping Agency (WADA) athlete biological passport to enhance detection of steroid use; strengthened rules on team and player whereabouts; and a new sample storage programme enabling future testing, meaning that players can be punished if any new analysis of a stored sample proves an anti-doping rule violation.

UEFA’s ambitious EURO 2016 testing programme, the largest conducted at a EURO, was an unequivocal success. In March 2016, the 24 team doctors signed a charter pledging their total backing of UEFA’s anti-doping strategy, and no positive tests were recorded on 2,242 samples – including urine, serum and blood samples – collected in and out of competition from January 2016 onwards. UEFA worked closely with the national anti-doping organisations (NADOs) of the countries represented at the EURO to coordinate and implement the programme, which was seen as a model of cooperation between a sporting organisation and NADOs at continental level, in terms of gathering intelligence and acting as an important deterrent to doping.

UEFA’s comprehensive anti-doping education programme continued to have a key impact in warning young players of the dangers of doping. UEFA is determined to remain at the forefront of efforts to keep football free of drug-taking, by remaining ever-vigilant and free of complacency. The role of medicine and the team doctor is an essential one in modern-day football, a development fully acknowledged by UEFA. Minimum medical requirements are in place for players, referees and team officials at UEFA competition matches; players undertake medical screening before participating in UEFA competitions; the UEFA Elite Club Injury Study provides clubs, associations and the scientific community with important data on the treatment and prevention of injuries; and the UEFA Football Doctor Education Programme spreads medical knowledge among football doctors and medical experts throughout Europe.
Due to its popularity, football has an important role to play in promoting social development, while acting as a catalyst for sustainability and change. The Executive Committee continued to support UEFA's social responsibility activities, which are rooted in five-year strategic partnerships. The current partnerships cycle runs from 2012 to 2017, with activities ongoing in areas such as diversity, social inclusion, the environment, health, peace and reconciliation, solidarity and fan dialogue.

UEFA has strong social responsibility partnerships that use football as a means to contribute to society as a whole. The Executive Committee was also pleased to note UEFA's readiness to help member associations manage the social, environmental and economic impact of European football.

EURO 2016 was a great opportunity for UEFA's social responsibility visions to make a huge impact. By way of an example, the official EURO Respect campaign, #CelebrateFootball, was an outstanding celebration of all that makes football so popular and attractive. It was only appropriate, given the fantastic atmosphere generated and the overall conduct shown by the fans, that UEFA went public in expressing its thanks to them for their behaviour.

Another example saw the EURO fully highlight UEFA's drive to help improve access to football, with venues made accessible to wheelchair users and audio-descriptive commentaries of matches in French helping the partially sighted and blind. In addition, a no-smoking policy was operated across the internal and external areas of the ten EURO stadiums.

EURO 2016's approach to social responsibility and sustainability earned the tournament ISO 20121 certification for its operations in France, and left a host of positive legacies. Both UEFA and its organisational partner, EURO 2016 SAS, took the importance of sustainability into account at every step of planning and implementation. A number of concrete measures were put in place in the fields of public transport and mobility, waste management, energy and water optimisation, accessibility and the fight against racism and discrimination.

The Executive Committee fully endorses UEFA's zero tolerance of all forms of racism, intolerance and discrimination in football. At UEFA Champions League, UEFA Europa League and EURO 2016 qualifying matches in October 2015, the European football family confirmed its opposition to these phenomena, and UEFA’s disciplinary authorities continue to punish acts of racism and discrimination in line with the organisation’s zero-tolerance stance.

New UEFA Respect Fair Play criteria came into effect for 2015/16, earning the top-ranked associations prize money to allocate to fair play or respect-themed projects in their respective countries, rather than awarding them with places in the UEFA Europa League.

The Captains of Change programme, which promotes diversity and inclusion in the management of the game, demonstrates UEFA’s commitment to influencing the culture of football organisations, and to progressively opening them to a wider range of people of different origins and backgrounds. As its name suggests, the Football for all Abilities programme promotes integration through football, and aims to increase opportunities for all footballers at grassroots level. UEFA also gave crucial support once more to the International Committee of the Red Cross (ICRC) physical rehabilitation programme for landmine victims and other people with disabilities in Afghanistan, donating €100,000 to the organisation for the ninth consecutive year.

It goes without saying that the Executive Committee welcomes UEFA’s social responsibility and sustainability work, given the significant social impact and influence that it has in making use of football’s universal appeal.
UEFA's overall mission stresses that football must never stand still in its development and must always stay in tune with the times. The Executive Committee adheres to this core policy, which focuses on providing assistance and guidance to the national associations in all sectors of the game.

The HatTrick programme provides UEFA's member associations with invaluable assistance in contributing to the general improvement of standards across Europe. HatTrick help has increased – more funds (€600m in total) are being given to the 55 associations for the period from 2016 to 2020, to support their activities and fund long-term investment. The funds help each country in various ways: they can build new administrative offices and training centres for their national squads, construct or renovate stadiums and installations to increase spectator comfort, or finance grassroots activities, coaching and referee programmes and club licensing work.

Associations also benefit from annual solidarity funding which allows them to take part in UEFA youth, women's and amateur competitions. HatTrick provides funds for the UEFA Women's Football Development Programme, as well as for numerous knowledge-sharing and educational programmes, which enable associations, their staff and other members of their domestic football families to further improve management skills and learn more about the management of the game, with the overall well-being of European football in mind.

The Women in Football Leadership Programme continues to underline UEFA's determination that more women should be involved in senior positions within football. A workshop in May 2016 brought female members of the football family to Nyon to acquire the tools for leadership and decision-making positions. An innovative one-year mentoring scheme is designed to motivate women to continue on the path towards prominent leadership roles in football bodies.

UEFA's mission, backed by the Executive Committee, to promote and develop women's football in Europe is flourishing across the continent, based on two key elements – the strength of the European competitions, and support for association projects by women's football development ambassadors – talented players and other personalities who promote UEFA's values and act as role models. During 2015/16, women's football luminaries Camille Abily, Verónica Boquete, Laura Georges and Lotta Schelin were joined as ambassadors by two other charismatic women's football personalities – Steph Houghton and Nadine Kessler – to reinforce the development drive. With impressive projects thriving in many European associations, confidence is high that women players, referees, helpers and volunteers will constantly increase in number.

European football continues to benefit from cooperation and solidarity between UEFA and its member associations in numerous areas. Expertise has been widely enhanced thanks to a broad catalogue of programmes in which associations exchange knowledge, share advice and disseminate information, such as the technical Study Group Scheme and the medical UEFA Football Doctor Education Programme. In addition, UEFA is forging strong bonds with the academic community through a series of education courses for the football family, again with European football's long-term progress at heart. These include the Executive Master in European Sport Governance (MESGO), the UEFA Certificate in Football Management (CFM), the Football Law Programme (UEFA FLP) and UEFA Executive Master for International Players (MIP).
The UEFA Foundation for Children, launched in April 2015, has enjoyed an extremely fruitful first full year of activity and is fulfilling its mission to use football as a force for good in society, and support children and defend their fundamental rights. A wealth of activities and projects are under way around the world, and the foundation has been rightly praised for its commitment to bringing joy to children’s lives. The Executive Committee emphasised its backing in September 2015 with a €2m donation to the foundation for initiatives to help child migrants in Europe and beyond, and the foundation was able to celebrate its first honour – the Foundation of the Year prize at the 2015 Peace and Sport Awards – for the quality and breadth of its work in fulfilling another key UEFA vision.
Stakeholder relations

UEFA is one of six continental football confederations and contributes fully to the work undertaken by the world football 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 six members of FIFA’s new executive body, the FIFA Council, including at least one woman. The UEFA president is an ex officio FIFA vice-president.

During the 2015/16 period, the Executive Committee took note of decisions of the FIFA Ethics Committee and Appeal Committee in the case of UEFA president Michel Platini, and called for all relevant bodies to reach rapid verdicts in the matter as it proceeded. In addition, the committee emphasised its support for UEFA general secretary Gianni Infantino’s ultimately successful candidature for the FIFA presidency, pledging at the same time to contribute to building a strong FIFA. UEFA also took part in the deliberations of the FIFA Reform Committee. Europe’s national associations were fully involved in the consultation process with UEFA, and were updated on developments before any proposals were submitted to FIFA.

UEFA’s recognition of the clubs’ contributions to the European game was strengthened during the review period, not only by the introduction of a new financial distribution system (see elsewhere in this report), but also with the participation of two non-voting representatives of the European Club Association (ECA) in Executive Committee meetings. This facilitated dialogue and enabled important mutual feedback and information to be shared at the highest decision-making levels. UEFA also continues to pursue dialogue and consultation with supporter groups, stressing its ongoing commitment to working in partnership with fans – the lifeblood of football – for the overall benefit of the game.

To the Executive Committee’s great satisfaction, relations between UEFA and the European Union remain positive, with much common ground evident and a joint commitment to working together to strengthen football on and off the field – anchored in the cooperation agreement signed in the autumn of 2014. The EU has recognised that UEFA’s financial fair play measures are key to achieving financial stability within football and supports other major UEFA initiatives, such as the campaigns against match-fixing, racism and discrimination, and the promotion of grassroots football.

UEFA’s first Grassroots Week in September 2015 took place alongside the first European Week of Sport, a European Commission initiative backing physical activity and sport in Europe.
The Executive Committee held seven meetings during the 2015/16 period. Consequently, the committee was in a position to give close attention to and take sound decisions on European football topics and issues.

The committee also held an emergency meeting and met with UEFA’s member associations in Nyon on 15 October 2015, with discussions centring on the case involving UEFA president Michel Platini. Two conference-call meetings took place on 8 October and 26 October 2015 respectively. The first centred on the case of Michel Platini, and the second brought unanimous agreement that there should be a European candidate for the FIFA presidency, with support given to the candidature of UEFA general secretary Gianni Infantino. In addition, the UEFA Emergency Panel met in Paris on 9 June 2016, deciding that Bosnia and Herzegovina and Serbia should not play against new UEFA member Kosovo for security reasons. As a result, Kosovo were assigned to Group I in the European Qualifiers for the 2018 FIFA World Cup, and Gibraltar were assigned to Group H.

The Executive Committee stays in regular contact with UEFA’s member associations, by way of UEFA meetings and association events. In turn, the UEFA administration keeps committee members constantly in touch with association matters. Every member is responsible for following specific associations, and Executive Committee members chair all of UEFA’s standing committees.

The following list provides a comprehensive overview of the items dealt with and decisions taken by the UEFA Executive Committee at its meetings during the reporting period.

### Meeting summaries

#### 17 September 2015, St Julian’s, Malta
- Approval of a €2m donation to the UEFA Foundation for Children to help child migrants in Europe and beyond.
- Appointment of former Belgian prime minister Yves Leterme as Club Financial Control Body chief investigator.
- Appointment of UEFA Executive Committee member František Laurinec as special representative for football in Crimea.
- Approval of the submission of the Football Federation of Kosovo’s request for UEFA membership to the Ordinary UEFA Congress in 2016.

#### 11 December 2015, Nyon, Switzerland
- Decision to hold the 40th Ordinary UEFA Congress in Budapest on 3 May 2016.
- Approval of the annual reports of the UEFA president and Executive Committee and the UEFA administration, to be presented to the Extraordinary UEFA Congress in Zurich.
- Approval of UEFA’s consolidated and stand-alone financial statements for 2014/15, as well as the budget for 2016/17, to be presented to the UEFA Congress for final approval.
• Update on preparations for UEFA EURO 2016, and reaffirmation of UEFA’s commitment to place security at the centre of the event.

• Approval of an increase in the amount distributed to the teams participating in EURO 2016. The 24 teams would share a total of €301m (EURO 2012: €196m; EURO 2008: €184m).

• Approval of a request for an increased UEFA contribution of up to €3m towards security costs for the EURO 2016 fan zones.

• Approval of a request to increase EURO 2016 participating associations’ internal ticket quotas to a maximum of 2,000, for group matches only.

• Decision that Inter FS would host the 2016 UEFA Futsal Cup finals in Guadalajara (Spain).

• Approval in principle of the introduction of goal-line technology for EURO 2016 and the UEFA club competitions, starting in 2016/17.

• Note taken of the Court of Arbitration (CAS) decision to uphold the provisional 90-day suspension of UEFA president Michel Platini; request for a swift disciplinary process by the relevant FIFA bodies on the merits of the case; support for Michel Platini’s right to a due process, fair trial and the opportunity to clear his name.

---

21 January 2016, Nyon, Switzerland

• Decision to unanimously support the candidature of Gianni Infantino in the FIFA presidential election.

• Decision not to schedule any UEFA presidential election until the sports justice appeals bodies had taken a decision regarding Michel Platini’s suspension.

• Agreement to propose an amendment to the UEFA Statutes to the Extraordinary UEFA Congress in Zurich, whereby at least one female Executive Committee member would be elected for a four-year term by the UEFA Congress and no longer appointed by the Executive Committee itself; the first such election would be held at the Ordinary UEFA Congress in Budapest on 3 May 2016.

• Final approval of the use of goal-line technology at EURO 2016 in France, as well as in the 2016/17 UEFA Champions League, from the play-offs onwards.

• Decision to assess the feasibility of implementing goal-line technology in the UEFA Europa League, from the group stage onwards, starting in 2017/18.

• Amendment to Article 21.05 of the Regulations of the UEFA European Football Championship 2014–16, allowing qualified teams to play two friendly matches against other participating teams, as opposed to the one friendly match initially foreseen in the regulations, on condition that they were not in the same final tournament group.

---

4 March 2016, Nyon, Switzerland

• Appointment of Theodore Theodoridis as UEFA general secretary ad interim, replacing Gianni Infantino following his election as FIFA president.

• Approval of the programme and agenda for the 40th Ordinary UEFA Congress in Budapest on 3 May 2016.

• Decision not to schedule any UEFA presidential elections until the Court of Arbitration for Sport (CAS) had ruled on Michel Platini’s appeal against his suspension.

• Decision to deploy goal-line technology at the 2015/16 UEFA Champions League and UEFA Europa League finals.


• Approval of an updated coefficient ranking system for the 2015–17 UEFA European Women’s Championship.
2 May 2016, Budapest, Hungary

- Update on preparations for EURO 2016; expression of confidence in measures put in place to stage a safe and festive tournament for all involved.
- Amendment of the Regulations of the UEFA European Football Championship 2014–16, to reflect the recent decision to use goal-line technology in the final tournament.
- Reappointment of UEFA Club Financial Control Body members for the 2016–20 period.
- Renewal of the mandates of UEFA refereeing officers Pierluigi Collina, Marc Batta and Hugh Dallas until summer 2020.
- Agreement to allow the testing of a fourth substitution in extra time at the final tournaments of the following competitions: UEFA European Under-19 Championships 2016 (Germany) and 2017 (Georgia), UEFA European Women’s Under-19 Championships 2016 (Slovakia) and 2017 (Northern Ireland), UEFA European Under-21 Championship 2017 (Poland).
- Approval of the following regulations: 2016 UEFA Anti-Doping Regulations, 2016 UEFA Disciplinary Regulations.

18 May 2016, Basel, Switzerland

- Decision to schedule an Extraordinary UEFA Congress for 14 September 2016 in Athens, to elect a new UEFA president and a European female member of the FIFA Council.
- Approval of the agenda for the Extraordinary UEFA Congress in Athens.
- Decision that the 41st Ordinary UEFA Congress would take place in Helsinki on Wednesday 5 April 2017.
- Integration of clubs from Kosovo in the 2016/17 UEFA competitions: decision that the domestic champion and cup winners could be admitted to the UEFA Champions League and UEFA Europa League first qualifying rounds respectively, provided they met UEFA licensing criteria.
- Creation of a task force to discuss the integration of the Gibraltar and Kosovo national teams in the 2018 FIFA World Cup qualifiers following their admission as FIFA member associations.

9 July 2016, Paris, France

- EURO 2016 reviewed, competitiveness of the tournament in its new 24-team format praised, and thanks extended to all those involved in the successful organisation and running of the competition, in particular the French host cities and authorities, and the 6,500 volunteers.
- Approval of the creation of a Compensation Committee to oversee matters linked to the remuneration of the UEFA senior management, including the UEFA president, Executive Committee members and the UEFA general secretary. The Compensation Committee would comprise the Finance Committee chairman, a member of the Governance and Compliance Committee and an independent expert with extensive professional experience in compensation and governance matters.
EXTRAORDINARY UEFA CONGRESS IN ZURICH

The 11th Extraordinary UEFA Congress took place at the Swissôtel in the Swiss city of Zurich on 25 February 2016.

Amendments to the UEFA Statutes were approved whereby the female member of the UEFA Executive Committee would now be elected by the UEFA Congress, as opposed to being appointed by the UEFA Executive Committee. It would also be possible for that female member to come from a country already represented on the committee. The new statutes came into force on 1 March 2016, and the first such election was to be held at the 40th Ordinary UEFA Congress in Budapest on 3 May 2016.

Approval was forthcoming for the 2014/15 financial report and the 2016/17 budget. The Report of the UEFA President and Executive Committee for 2014/15 and the Report of the UEFA Administration for the same period were also both approved.

The Extraordinary Congress in Zurich took place on the day before the Extraordinary FIFA Congress in the same city, which would include the election of the new FIFA president. The UEFA Congress heard addresses by all of the candidates for the FIFA presidency, and was presented with reforms that were to be proposed to the FIFA Congress.

ORDINARY UEFA CONGRESS IN BUDAPEST

The 40th Ordinary UEFA Congress was held at the HUNGEXPO in the Hungarian capital, Budapest, on 3 May 2016.

The Football Federation of Kosovo (FFK) was admitted as the 55th UEFA member association with immediate effect. A simple majority was required for the FFK to become a member, and it received 28 votes in favour, with 24 votes against and two invalid votes cast.

Florence Hardouin (France) was elected as the female member of the UEFA Executive Committee for the 2016–19 period, receiving 33 votes against the 21 received by Karen Espelund (Norway).

The Budapest Congress ratified the lists of members of the UEFA Organs for the Administration of Justice and the UEFA Governance and Compliance Committee for the 2015–19 period, as appointed by the UEFA Executive Committee on 29 June 2015.

Six European football personalities received UEFA Orders of Merit for services to football and dedication for the good of the game at a ceremony held in conjunction with the Budapest Congress: Sir Bobby Charlton (England, Order of Merit in Diamond), Lars-Åke Lagrell (Sweden, Diamond), Károly Palotai (Hungary, Diamond), Zorislav Srebrić (Croatia, Diamond), Sir Trevor Brooking (England, Ruby) and Father Hilary Tagliaferro (Malta, Ruby).
### UEFA Executive Committee (May 2016)

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Michel Platini (France)</td>
<td>(suspended from 8 October 2015)</td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 2002</td>
<td></td>
</tr>
<tr>
<td>First Vice-President</td>
<td>Ángel María Villar Llona (Spain)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>vice-president since 2000,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 1992</td>
<td></td>
</tr>
<tr>
<td>Second Vice-President</td>
<td>Marios N. Lefkaritis (Cyprus)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>vice-president since 2007,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 1996</td>
<td></td>
</tr>
<tr>
<td>Third Vice-President</td>
<td>Giancarlo Abete (Italy)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>vice-president since 2011,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 2009</td>
<td></td>
</tr>
<tr>
<td>Fourth Vice-President</td>
<td>Grigoriy Surkis (Ukraine)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>vice-president since 2013,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 2004</td>
<td></td>
</tr>
<tr>
<td>Fifth Vice-President</td>
<td>Michael van Praag (Netherlands)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>vice-president since 2015,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Committee member since 2009</td>
<td></td>
</tr>
</tbody>
</table>

### Members

- Sándor Csányi (Hungary), elected in 2015
- David Gill (England), 2013
- Peter Gilliéron (Switzerland), 2011
- Fernando Gomes (Portugal), 2015
- Allan Hansen (Denmark), 2009
- Florence Hardouin (France), 2016
- Frantíšek Laurinec (Slovakia), 2009
- Avraham Luzon (Israel), 2009
- Borisлав Мihaylov (Bulgaria), 2011
- Wolfgang Niersbach (Germany), 2013
- Davor Šuker (Croatia), 2015

### European Members of the FIFA Council

#### 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)
After reviewing its work programme, the committee was updated on UEFA and FIFA matters. The proceedings of the FIFA Ethics Committee regarding the FIFA and UEFA presidents were explained, and the committee was given the latest information and timeline regarding the upcoming UEFA and FIFA congresses.

The committee also dealt with the outcomes of the 2015 strategy meeting of UEFA’s Top Executive Programme (TEP) in Malta. The discussions in this meeting of all UEFA member associations had focused in particular on UEFA governance issues and FIFA-related issues. The future of the UEFA club competitions had also been discussed. The committee provided feedback and directions regarding the follow-up.

In addition to the above-mentioned matters, the committee was given updates on national association issues, including changes in top management as well as on the status of Kosovo’s application for UEFA membership and of the football development situation in Crimea.

Meeting: 25 November 2015

Composition of the committee on 30 June 2016

Chairman Marios N. Lefkaritis (Cyprus)
Deputy Chairman Fernando Gomes (Portugal)

1st Vice-Chairman Gregory Dyke (England)
2nd Vice-Chairman Armand Duka (Albania)
3rd Vice-Chairman Andrii Pavelko (Ukraine)

Members
Ofer Eini (Israel)
Virgar Hödbro (Faroe Islands)
Yerlan Kozhagapanov (Kazakhstan)
Patrick Nelson (Northern Ireland)
Hugo Quaderer (Liechtenstein)
Charles Robba (Gibraltar)
Domestico Sichinava (Georgia)
Alexey Sorokin (Russia)
Radu Visan (Romania)
Servet Yardimci (Turkey)
Dimitar Zisovski (FYR Macedonia)

Co-opted Members
Noël Le Graët (France)
Tomislav Karadžić (Serbia)

The following member left the committee during the reporting period: Kjetil P. Siem (Norway)
The Finance Committee held regular meetings during the period under review to fulfil its permanent duty to advise and support the Executive Committee on all financial matters for the benefit of European football.

The financial performance of UEFA is monitored by comparing the budget with forecasts and actuals. These analyses were presented at each meeting, with the monitoring of EURO 2016 performance clearly being the main focus during the period under review. The committee also reviewed the budget for 2016/17 and submitted its recommendations to the Executive Committee. This budget included the European Under-21 Championship final round in Poland, with an increase in the distribution to the participating associations.

The external auditors performed their annual audit of UEFA and UEFA Events SA related to the 2015/16 financial statements, and UEFA’s internal control system was also examined. The auditors’ report and recommendations were presented to and discussed by the committee. More information and details on finances can be found in UEFA’s financial report for 2015/16. Regular updates on UEFA’s financial assets were given to the committee, as well as an overview of its property portfolio and counterparty risk management. The organisation continued to operate in a difficult environment, with interest rates close to zero for short-term money market investments. Nevertheless, the committee supported UEFA’s investment strategy with a continued prudent approach.

Meetings: 17 September and 26 November 2015; 21 January and 20 April 2016

Composition of the committee on 30 June 2016

Chairman: Marios N. Lefkaritis (Cyprus)

Members:
- Giancarlo Abete (Italy)
- David Gill (England)
- Allan Hansen (Denmark)
- Wolfgang Niersbach (Germany)
This year was the build-up to EURO 2016. The 18 main referees were named following the first half of the season and their assistant referees and additional assistant referees were named after mid-season courses for both referees and assistant referees. A final preparatory course, with fitness test, was held in April.

Once the final list had been issued, the refereeing officers and committee worked on ensuring the match officials were prepared for the tournament in the best possible way. This included making sure they were in top physical shape and informed on the tactics of all participating teams. Both these aspects were maintained or expanded on during the tournament through a match preparation and recovery programme, which was not only physical, but also included tactical preparation by two UEFA licensed coaches and performance debriefs by UEFA’s refereeing officers.

The committee gave its support to the implementation of goal-line technology in UEFA competitions, noting that such ‘fact-based’ technology would only aid and not disrupt the referee, while improving the efficiency of additional assistant referees, who would now be able to concentrate exclusively on the penalty area and not the goal line.

The Centre of Refereeing Excellence (CORE) entered its sixth year and has consistently provided at least half of Europe’s new FIFA referees since 2012, referees who are better trained, better informed and fitter than ever before. CORE alumni have now started to reach UEFA’s elite referee category, and one former CORE referee was even selected for EURO 2016. CORE has also involved women in six courses to date, with 31 female referees and 48 female assistant referees having participated. The CORE method has even extended beyond Europe, match officials from 15 non-UEFA countries having taken part in CORE courses in Nyon.

Meetings: 8 December 2015 and 6 June 2016
The National Team Competitions Committee dealt with several matters during the 2015/16 season, the two main topics having been the final preparations for EURO 2016 and the consolidation of the regulatory aspects for the 2018–22 cycle, which will include the UEFA Nations League and EURO 2020.

The first cycle of European Qualifiers came to an end in November 2015, and in a review of this first centralised edition, the committee highlighted its overall success, both in terms of operational implementation and on the sporting side, the increase in the number of EURO 2016 places at stake having produced a more intense sporting contest to determine the 23 teams which would join France.

For EURO 2016 itself, the committee monitored organisational progress with regular reports and updates from the UEFA administration. Ahead of the tournament, it approved two additions to the competition regulations (goal-line technology and concussions), which were subsequently validated by the UEFA Executive Committee.

Coordination between FIFA and UEFA was another key point during the reporting period, since the 2018 World Cup qualifiers would be organised for the first time in a joint venture between the two organisations, with UEFA responsible for the commercial and football operations of the European Qualifiers and FIFA remaining the competition organiser and thus the ultimate decision-maker.

The committee dedicated a large part of its meetings to the new competition structure for the 2018–22 cycle. Among the regulatory and technical aspects discussed were the coefficient rankings to be used for the first edition of the UEFA Nations League and the host city pairing principles to be applied for EURO 2020.

Looking further ahead, the committee recommended that the hosting of EURO 2024 follow the traditional model of one or joint host countries and the bidding process be modelled on that applied for EURO 2016.

As regards the European Under-21 Championship, the 2015 final round in the Czech Republic was a great sporting and popular success, and the committee monitored progress with regard to the 2017 final round in Poland, which will be the first to involve 12 teams.

Meetings: 10 November 2015 and 29 April 2016

Composition of the committee on 30 June 2016

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Wolfgang Niersbach</td>
<td>Germany</td>
</tr>
<tr>
<td>Deputy Chairman</td>
<td>Sándor Csányi</td>
<td>Hungary</td>
</tr>
<tr>
<td>1st Vice-Chairman</td>
<td>Geir Thorsteinsson</td>
<td>Iceland</td>
</tr>
<tr>
<td>2nd Vice-Chairman</td>
<td>Mahmut Özgener</td>
<td>Turkey</td>
</tr>
<tr>
<td>3rd Vice-Chairman</td>
<td>Miroslav Pelta</td>
<td>Czech Republic</td>
</tr>
<tr>
<td>Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jesper Møller Christensen</td>
<td>Denmark</td>
</tr>
<tr>
<td></td>
<td>Ludovic Debru</td>
<td>France</td>
</tr>
<tr>
<td></td>
<td>John Delaney</td>
<td>Republic of Ireland</td>
</tr>
<tr>
<td></td>
<td>Martin Glenn</td>
<td>England</td>
</tr>
<tr>
<td></td>
<td>Rotem Kamer</td>
<td>Israel</td>
</tr>
<tr>
<td></td>
<td>Alfred Ludwig</td>
<td>Austria</td>
</tr>
<tr>
<td></td>
<td>Alan McRae</td>
<td>Scotland</td>
</tr>
<tr>
<td></td>
<td>Alex Miescher</td>
<td>Switzerland</td>
</tr>
<tr>
<td></td>
<td>Maciej Sawicki</td>
<td>Poland</td>
</tr>
<tr>
<td></td>
<td>Håkan Sjöstrand</td>
<td>Sweden</td>
</tr>
<tr>
<td></td>
<td>Michele Uva</td>
<td>Italy</td>
</tr>
<tr>
<td></td>
<td>Bert van Oostveen</td>
<td>Netherlands</td>
</tr>
<tr>
<td></td>
<td>Bjorn Vassallo</td>
<td>Malta</td>
</tr>
<tr>
<td></td>
<td>Damir Vrbanović</td>
<td>Croatia</td>
</tr>
</tbody>
</table>

The following member left the committee during the reporting period: Yngve Hallén (Norway).
The UEFA club competitions had a very successful season, starting with a historic Super Cup match in Tbilisi, in front of a record crowd of more than 50,000, and culminating with two great finals in Basel and Milan.

The main focus of the committee was the subject of format developments for the next competition cycle, 2018–21. Based on competition analyses and market research, various sporting and commercial challenges were identified and the committee agreed to look into format changes in these critical areas. The committee requested the support of the UEFA administration to consult clubs of different sizes and to draw up format proposals under the guidance and control of the committee chairman and deputy chairmen. The committee was kept up to date on the progress of those discussions.

The committee was regularly informed about the progress of the newly established UEFA Youth League (UYL) and on the recommendations of the UYL working group and after the very successful first full season.

The committee also agreed changes to the 2016/17 regulations and fully supported the introduction of goal-line technology for the 2016/17 UEFA Champions League, recommending its use for the first time ever in an official UEFA match at the UEFA Europa League final in Basel.

The committee discussed matters related to the 2016/17 international match calendar and the potential for clashes in terms of player release for UEFA club competition matches and EURO 2016. In this respect, a more flexible approach to match scheduling in the first qualifying rounds was recommended. In addition, calendar issues (i.e. calendar clashes) with domestic competitions, procedures for drafts, financial matters such as surpluses, accounts for the club competition finals and solidarity payments were discussed and agreed. Also, the 2017/18 access list was adapted to include Kosovan clubs.

As in previous years, the committee was kept regularly informed about the implementation of the financial fair play regulations, including the newly concluded settlement agreements with various clubs, as well as the distribution of withheld amounts to clubs.

Finally, venues were proposed for the 2017 UEFA Europa League and UEFA Champions League finals and the UEFA Super Cup, while the committee fully supported the idea of introducing a formal bidding procedure for the club competition finals from 2019 onwards.

Meetings: 27 August 2015; 11 February and 27 May 2016
The agenda of the Youth and Amateur Football Committee was dominated by reviews of the final tournaments staged in 2015 (U17 in Bulgaria, U19 in Greece and Regions’ Cup in the Republic of Ireland) and preparations for the two final tournaments in 2016 (U17 in Azerbaijan and U19 in Germany). The committee welcomed the reports presented and greatly appreciated the efforts of the host associations.

A variety of recommendations were issued that will shape UEFA’s youth competitions in the future. Members discussed options regarding the qualifying system for the U-17 and U-20 World Cups, given that UEFA now has five (instead of six in the past) places in each tournament, as decided by the FIFA Executive Committee in September 2015. Regarding the organisation of mini-tournaments, the committee asked the administration to review of the current contribution system, supporting an increase in the number of players and rest days.

The committee further supported the idea of revising the Maurice Burlaz Trophy ranking method in the direction of a system including all participating national associations in order to potentially also reward teams that have achieved notable progress, instead of the exclusively results-oriented approach currently in place.

Meetings: 2 December 2015 and 19 April 2016
During 2015/16, the committee monitored preparations for the Women’s EURO 2017 in the Netherlands and approved the match schedule, it recommended the regulatory framework for the European play-offs for the Women’s Olympic Football Tournament, and it monitored the UEFA Women’s Champions League season, culminating in the final played in Reggio Emilia, Italy.

Following an analysis of five different options for the appointment of UEFA Women’s Champions League final hosts, it was agreed that the host should be appointed by means of a bidding process which could either be combined with bidding for the UEFA Champions League final or be done separately.

The committee was presented with reviews and status reports on the final tournaments of the women’s U19 and U17 championships in 2015 and 2016, and all the women’s competition regulations were recommended to the Executive Committee for approval.

The committee discussed different format options for the qualifying competitions for the 2019 Women’s World Cup and Women’s EURO 2021, the aim being to avoid extreme results and maintain motivation. For the 2019 Women’s World Cup qualifiers, it was decided to retain the current format, based on the assumption of eight slots for UEFA, not counting the hosts, France. Discussions on the format of the qualifiers for Women’s EURO 2021 were ongoing.

The committee received an update on the status of the FIFA international women’s match calendar and approved the European women’s match calendar for 2016/17. It also kept a close eye on UEFA’s Women’s Football Development Programme and Women in Football Leadership Programme, as well as on the development of a UEFA women’s football marketing plan.

Meetings: 1 September 2015 and 15 February 2016

Composition of the committee on 30 June 2016

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairwoman</td>
<td>Karen Espelund (Norway)</td>
</tr>
<tr>
<td>Deputy Chairman</td>
<td>Allan Hansen (Denmark)</td>
</tr>
<tr>
<td>1st Vice-Chairwoman</td>
<td>Anne Rei (Estonia)</td>
</tr>
<tr>
<td>2nd Vice-Chairwoman</td>
<td>Hannelore Ratzeburg (Germany)</td>
</tr>
<tr>
<td>3rd Vice-Chairman</td>
<td>Jasmin Baković (Bosnia and Herzegovina)</td>
</tr>
<tr>
<td>Members</td>
<td>Minke Booij (Netherlands)</td>
</tr>
<tr>
<td></td>
<td>Bernadette Constantin (France)</td>
</tr>
<tr>
<td></td>
<td>Sue Hough (England)</td>
</tr>
<tr>
<td></td>
<td>Monica Jorge (Portugal)</td>
</tr>
<tr>
<td></td>
<td>Annelie Larsson (Sweden)</td>
</tr>
<tr>
<td></td>
<td>Camelia Nicolae (Romania)</td>
</tr>
<tr>
<td></td>
<td>Anne McKeown (Scotland)</td>
</tr>
<tr>
<td></td>
<td>Nikola Mužíková (Czech Republic)</td>
</tr>
<tr>
<td></td>
<td>Aleksandra Pejkovska (FYR Macedonia)</td>
</tr>
<tr>
<td></td>
<td>Gudrun Inga Sivertsen (Iceland)</td>
</tr>
<tr>
<td></td>
<td>Frances Smith (Republic of Ireland)</td>
</tr>
<tr>
<td></td>
<td>Marina Tashchyan (Armenia)</td>
</tr>
</tbody>
</table>
The committee monitored the UEFA Futsal Cup, the early preparations for Futsal EURO 2018 in Slovenia, as well as the final play-off matches for the Futsal World Cup in Colombia.

The committee received a report on Futsal EURO 2016 in Serbia, which had set a new benchmark with a further remarkable increase in attendance (113,820 spectators in total), a new record for an opening match (11,161), and an impressive following in the media overall, thanks among other things to some spectacular goals.

The committee began discussions on the Youth Olympic Games in 2018 in Buenos Aires, where football would be replaced by futsal. Moreover, it strongly supported the idea of organising test mini-tournaments in order to evaluate the competitiveness of boys’ and girls’ futsal in Europe and decided to discuss the principles for qualification at its next meeting.

An update was given on futsal development and especially the UEFA futsal coach education programme. The committee strongly supported the idea of a futsal coach education manual for all futsal coaches.

The committee approved the 2016/17 international futsal calendar and, following the new calendar principles, agreed that teams competing in play-offs could choose to play on any of the three days in the calendar period instead of on the initially defined match dates.

Meeting: 13 February 2016
The HatTrick Committee is working hard to ensure that all of UEFA’s 55 member associations are given every assistance in moving forward, in terms of infrastructure, administration, management and sporting development.

The fourth HatTrick cycle started on 1 July 2016 and will run until 30 June 2020, making more than €600m available to UEFA’s 55 members and guaranteeing each association €11.1m between 2016 and 2020. Each will receive €1.9m a year in incentive payments for a variety of UEFA development and incentive schemes, plus €3.5 million over the four-year period for investment projects.

The winners of the second edition of the HatTrick awards were selected by the HatTrick Committee. The winning projects were: Best Investment Project: Belarus – Internet TV; Best Social Project: Belarus – Nadzehda Cup; Best Special Project: Czech Republic – Football (R)evolution; Best Women’s Football Development Project: Romania – Football and Femininity; Best Host Project: Republic of Ireland – UEFA European Women’s Under-17 Championship elite qualifying round, April 2015.

The committee was also kept up to date on education initiatives (UEFA Certificate in Football Management, Football Law Programme and Executive Master for International Players), Captains of Change, the Women in Football Leadership Programme, and new UEFA programmes such as UEFA GROW and the elite youth player development programme.

Meetings: 29 July (bureau), 14 September (bureau) and 5 November 2015 (plenary); 8 March (plenary) and 3 May 2016 (bureau).

Composition of the committee on 30 June 2016

Chairman Allan Hansen (Denmark)
Deputy Chairman Giancarlo Abete (Italy)

1st Vice-Chairman Costakis Koutsokoumnis (Cyprus)
2nd Vice-Chairman Leo Windtner (Austria)
3rd Vice-Chairman Pertti Alaja (Finland)
4th Vice-Chairman Karl-Erik Nilsson (Sweden)

Members
Azamat Aitkhozhin (Kazakhstan)
Mette Christiansen (Norway)
Edvinas Eimontas (Lithuania)
Neil Jardine (Northern Ireland)
Michail Kassabov (Bulgaria)
Jozef Kliment (Slovakia)
Miroslaw Malinowski (Poland)
Vicente Muñoz Castello (Spain)
Sarah O’Shea (Republic of Ireland)
Filip Popovski (FYR Macedonia)
Sergei Safaryan (Belarus)
Mártón Vági (Hungary)
Kurt Zuppinger (Switzerland)

Special Advisor
Marios N. Lefkaritis (Cyprus),
Executive Committee Member

The following members left the committee during the reporting period: Marie Barsacq (France) and Stefan Hans (Germany)
This committee supervises UEFA’s technical education and development programmes.

In the context of the UEFA Coaching Convention, the committee approved courses in England (Elite Youth A), Norway (Elite Youth A) and Poland (Elite Youth A and Futsal B), and welcomed the results of the Leeds Beckett University study on the Coaching Convention. As a result, the Jira Panel decided to focus on three key areas (tutor education, further education (CPD) and reality-based learning) over the next three years. The committee also oversaw activities in the areas of goalkeeper, futsal and fitness coaching.

Three Pro licence student exchange seminars took place during the period under review, involving some 300 participants. The committee recognises the benefits of these seminars for Europe’s future elite coaches. The committee also monitored the new format of the Study Group Scheme and approved the preparations for the new cycle.

The committee oversaw progress in the grassroots area, as the member associations needed to be assisted in adapting their programmes to the new Grassroots Charter criteria. A crucial event in this context was the Grassroots Workshop in Ljubljana. The committee also approved a first conceptual draft of the new football in schools project.

Among this other work, the committee supervised the production of UEFA’s various technical reports and approved the production plans for 2015/16, including for EURO 2016. It also looked closely at the elite youth academy pilot project, which aimed to establish

academies in three participating associations (four by the end of 2015/16). Feedback from the associations was positive and will pave the way for the expansion of the project.

The committee unanimously endorsed UEFA’s development tournaments and their further progress, and embraced specific women’s coach education initiatives. The shortage of female coaches throughout Europe was thus addressed, and UEFA’s support for associations conducting women-only courses as well as the creation of a scholarship programme was reinforced.

Meeting: 21 September 2015

Composition of the committee on 30 June 2016

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Giancarlo Abete</td>
<td>Italy</td>
</tr>
<tr>
<td>Deputy Chairwoman</td>
<td>Karen Espelund</td>
<td>Norway</td>
</tr>
<tr>
<td>1st Vice-Chairman</td>
<td>Paul Philipp</td>
<td>Luxembourg</td>
</tr>
<tr>
<td>2nd Vice-Chairman</td>
<td>Janis Mežveckis</td>
<td>Latvia</td>
</tr>
<tr>
<td>3rd Vice-Chairman</td>
<td>Nikolay Tolstykh</td>
<td>Russia</td>
</tr>
<tr>
<td>Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paul Allaerts</td>
<td>Belgium</td>
</tr>
<tr>
<td></td>
<td>Dan Ashworth</td>
<td>England</td>
</tr>
<tr>
<td></td>
<td>Dulan Bajević</td>
<td>Bosnia and Herzegovina</td>
</tr>
<tr>
<td></td>
<td>Karol Belanik</td>
<td>Slovakia</td>
</tr>
<tr>
<td></td>
<td>Bent Clausen</td>
<td>Denmark</td>
</tr>
<tr>
<td></td>
<td>Jerzy Engel</td>
<td>Poland</td>
</tr>
<tr>
<td></td>
<td>Mario Gjurcinovski</td>
<td>FYR Macedonia</td>
</tr>
<tr>
<td></td>
<td>Ronen Hershco</td>
<td>Israel</td>
</tr>
<tr>
<td></td>
<td>Romeo Jozak</td>
<td>Croatia</td>
</tr>
<tr>
<td></td>
<td>Emil Kostadinov</td>
<td>Bulgaria</td>
</tr>
<tr>
<td></td>
<td>Lars Richt</td>
<td>Sweden</td>
</tr>
<tr>
<td></td>
<td>Dulan Savić</td>
<td>Serbia</td>
</tr>
<tr>
<td></td>
<td>Aurel Ticleanu</td>
<td>Romania</td>
</tr>
<tr>
<td></td>
<td>Hannu Tihinen</td>
<td>Finland</td>
</tr>
<tr>
<td></td>
<td>Friðin Ziskason</td>
<td>Faroe Islands</td>
</tr>
</tbody>
</table>
The Club Licensing Committee met twice in 2015/16, focusing mainly on reviewing the activities of the club licensing and financial fair play unit and the feedback received from national associations during the regional and annual workshops organised by the UEFA administration. This included the strategy for improving club licensing and financial fair play and for providing further assistance and support to national associations, as well as the strengthening of cooperation with the Club Financial Control Body.

The committee reviewed FIFA’s proposal for a new set of club licensing regulations to be implemented worldwide and expressed its willingness to offer full support to FIFA during this process and to assist the confederations in the implementation of club licensing systems in their territories.

The financial fair play scheme continues to report positive results, with European clubs consolidating the good financial performances reported in 2014. In the last two seasons (2013/14 and 2014/15) top-division clubs reported aggregated operating profits of €1.5bn compared with €700m in operating losses reported in the two seasons preceding the introduction of financial fair play (2010/11 and 2011/12). Similarly, the success of club licensing and financial fair play was further confirmed by a notable decrease in the number and value of overdue payables (<90%) and in the number of disputed cases lodged with the competent FIFA authorities (<70%).

Meetings: 28 October 2015 and 21 March 2016
The committee discussed and approved the UEFA stadium and security strategy for 2015–19. It includes a comprehensive support programme for national associations and is fully aligned with the relevant EU work programmes and the Council of Europe’s new Convention on an Integrated Approach to Safety, Security and Service at Football Matches and Other Sports Events. The Executive Committee approved the proposed strategy at its meeting on 21 January 2016.

The committee analysed and discussed recurring and emerging incident trends. As a result, it set up a working group on pyrotechnics, endorsed proposed new strategies to minimise their impact and occurrence, and commissioned an independent study into the health dangers of such devices. It also discussed the emerging threats of drones and terrorism, and requested continued research and updating of the various training and development programmes.

The committee members took part in the annual UEFA-EU Stadium and Security Conference, and reviewed and endorsed the joint work programmes, including the UEFA-EU integrated stewarding, police and stadium management training programmes.

Responding to requests from UEFA member associations for support for their stadium and security training and development, training programmes organised during the period under review included courses for safety officers and police commanders in Estonia and Romania, and ‘train the trainer’ stewarding courses in Russia, Slovenia and Slovakia.

The committee endorsed the joint approach of UEFA, the Council of Europe and the EU Think Tank on policing and football safety and security in working together to support the member states and national associations in implementing the Council of Europe’s new convention.

Meetings: 10 November 2015 and 21 April 2016

Composition of the committee on 30 June 2016

Chairman Michael van Praag (Netherlands)
Deputy Chairman František Laurinec (Slovakia)

1st Vice-Chairman Elvedin Begić (Bosnia and Herzegovina)
2nd Vice-Chairman David Griffiths (Wales)
3rd Vice-Chairman Markku Lehtola (Finland)

Members Bert Andersson (Sweden) Donel Conway (Republic of Ireland) Jean-François Cruyckx (Belgium) Zoran Črk (Croatia) Josep García (Andorra) Volodymyr Geninson (Ukraine) Cécile Grandsimon (France) Adrian Ixari (Moldova) George Koumas (Cyprus) Stephan Schippers (Germany) Giovanni Spitaleri (Italy) Raimondas Statkevičius (Lithuania)
The Medical Committee’s main role was to oversee the implementation and running of the medical services provided at EURO 2016 in France. The medical concepts were thoroughly reviewed in order to ensure the best possible services at the training grounds, stadiums and cities for the teams and officials.

The committee also agreed to relaunch the first workshop in the UEFA Football Doctor Education Programme, dealing with emergency medicine on the pitch. It was agreed that all participants need a yearly refresher course to keep their skills and knowledge up to date.

The committee supported the progress of the UEFA Elite Club Injury Study, under the supervision of Injury Study Group lead expert, Prof. Jan Ekstrand. This season the injury study involved, for the first time, the rate of perceived exertion as a new sub-study. The committee set up an expert panel to develop and correlate performance-related data with the injury data, in order to interest more coaches and fitness coaches in the results of the study.

The committee monitored the introduction of the athlete’s biological passport, introduced with regard to steroids for UEFA Champions League and EURO 2016 players last season, and recommended integrating it with the blood testing programme introduced in 2013/14. UEFA signed collaboration agreements with national anti-doping agencies across Europe, in order to collect and build comprehensive athlete profiles in the World Anti-Doping Agency’s ADAMS database. This is an important step towards intelligent testing, as it is now fully integrated with testing programmes run by other organisations in Europe and around the world.

The UEFA special edition of the British Journal of Sports Medicine in May 2016 on the UEFA Elite Club Injury Study was highly appreciated by the international scientific community.

Meetings: 28 October 2015 and 4 April 2016

Composition of the committee on 30 June 2016

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)
Dr Ian Beasley (England)
Prof. Mehmet S. Binnet (Turkey)
Dr Ioannis Economides (Greece)
Dr Magnus Forssblad (Sweden)
Dr John MacLean (Scotland)
Dr Tim Meyer (Germany)
Dr Juan Carlos Miralles (Andorra)
Dr Piero Volpi (Italy)
The committee was informed about the latest amendments to the FIFA Regulations on the Status and Transfer of Players, as communicated by FIFA through various circulars. It was also informed about the legal challenges against FIFA’s ban on third-party ownership of players’ economic rights (TPO) and FIFPro’s legal complaint against FIFA’s transfer system.

Updates were given on the leading cases dealt with by the FIFA Players’ Status Committee, the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport (CAS) in relation to training compensation and solidarity contributions, as well as on the award rendered by CAS in the famous Barcelona case regarding the protection of minors.

Finally, a presentation was given to the committee on the various rules on local training of players as implemented in various European countries, whether in football or in other sports.

Meeting: 9 November 2015
The Legal Committee prepared the amendments to the UEFA Statutes which were submitted to the Executive Committee and adopted by the UEFA Congress in Zurich on 25 February 2015.

The committee was updated on the legal challenges against FIFA’s ban on third-party ownership of players’ economic rights (TPO) and FIFPro’s legal complaint against FIFA’s transfer system. It was also informed about the most important disciplinary, club licensing and financial fair play cases dealt with by UEFA’s disciplinary bodies, the UEFA Club Financial Control Body and the Court of Arbitration for Sport (CAS) during the 2014/15 season, and was updated on the famous Pechstein case and its potential impact on the independence of CAS.

Finally, the committee was informed about the EU proposal to treat the entire territory of the EU as a single digital area, which could undermine the practice of selling sport TV rights on a territory-by-territory basis and lead to reduced media right values.

Meeting: 9 November 2015

Composition of the committee on 30 June 2016

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Ángel Maria Villar Llona (Spain)</td>
</tr>
<tr>
<td>Deputy Chairman</td>
<td>Peter Gilliéron (Switzerland)</td>
</tr>
<tr>
<td>1st Vice-Chairman</td>
<td>François de Keersmaecker (Belgium)</td>
</tr>
<tr>
<td>2nd Vice-Chairman</td>
<td>Aleksander Čeferin (Slovenia)</td>
</tr>
<tr>
<td>3rd Vice-Chairman</td>
<td>Christian Andreasen (Faroe Islands)</td>
</tr>
<tr>
<td>Members</td>
<td>Efraim Barak (Israel)</td>
</tr>
<tr>
<td></td>
<td>Mark Boetekees (Netherlands)</td>
</tr>
<tr>
<td></td>
<td>Artan Hajdari (Albania)</td>
</tr>
<tr>
<td></td>
<td>Herbert Hübel (Austria)</td>
</tr>
<tr>
<td></td>
<td>Vladimir Iveta (Croatia)</td>
</tr>
<tr>
<td></td>
<td>Nebojša Ivković (Serbia)</td>
</tr>
<tr>
<td></td>
<td>Ainar Leppänen (Estonia)</td>
</tr>
<tr>
<td></td>
<td>Luca Miranda (Italy)</td>
</tr>
<tr>
<td></td>
<td>Krzysztof Malinowski (Poland)</td>
</tr>
<tr>
<td></td>
<td>Ramish Maliyev (Azerbaijan)</td>
</tr>
<tr>
<td></td>
<td>Krister Malmsten (Sweden)</td>
</tr>
<tr>
<td></td>
<td>Andrew McKinlay (Scotland)</td>
</tr>
<tr>
<td></td>
<td>Borislav Popov (Bulgaria)</td>
</tr>
</tbody>
</table>
Both Marketing Advisory Committee meetings concentrated mainly on EURO 2016.

The UEFA administration shared extensive and detailed information with the committee on the progress of the commercial programme (sponsorship, licensing and media rights), the brand and promotional plan, host broadcasting and the international broadcast centre and its structure. UEFA’s digital media strategy was an equally important topic of discussion. Looking beyond EURO 2016, the updates being made to the UEFA national team competitions structure, commercial concept and host broadcasting for 2018–22 were presented to the committee.

With the second Marketing Advisory Committee meeting of the period taking place not long before the UEFA Europa League and UEFA Champions League finals, a detailed overview of the latest branded items and the host broadcasting plans for both finals was provided.

The latest developments in the UEFA GROW marketing support programme were also shared with the committee at both its meetings.

Meetings: 1 December 2015 and 19 April 2016
The Media Committee meeting started with UEFA's new chief of communications and media, Pedro Pinto, presenting his team's new structure and strategy. He outlined some of the changes to the department, with a focus on the importance of corporate communications and the need to work harder to proactively share what the organisation does to promote, protect and develop football.

Various communications team members then briefed the committee on projects and processes which were under way, with most of the efforts concentrated on EURO 2016. A report was presented on the workshops conducted with the press officers and communications directors of the 24 qualified teams. The importance of maintaining good relations with the clubs and national associations was underlined, whereby regular workshops and forums clearly had a role to play.

Aside from EURO 2016, the committee was informed about the creation of a Media Outreach Programme, aimed at developing common communications strategies with national associations. A series of workshops would be held across various regions to share communications content and resources, empower the local correspondents and encourage proactive media relations policies.

Meeting: 11 February 2016

Composition of the committee on 30 June 2016

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 Basałaj (Poland)
- Onofre Costa (Portugal)
- Matej Damjanović (Bosnia and Herzegovina)
- Márton Dinnyés (Hungary)
- Otar Giorgadze (Georgia)
- Antonios Karpetopoulos (Greece)
- Tony Paeffgen (Lithuania)
- Heather Rabbatts (England)
- Tomaž Ranc (Slovenia)
- Stilian Shishkov (Bulgaria)
Under the overarching theme of Respect, the Fair Play and Social Responsibility Committee endorsed numerous football-related projects in 2015/16 in the strategic fields of peace and reconciliation, football for all abilities, health, anti-racism and discrimination, the environment and football for development.

The highlights of the season were the introduction of HatTrick funding for social responsibility projects and the implementation of the EURO 2016 social responsibility and sustainability projects.

Six UEFA member associations received support for diversity and anti-discrimination projects and another two received natural disaster grants. In addition, two Football First/We Care grants were allocated to projects submitted by members of the football family and all six members of the Football for All Abilities portfolio (the International Blind Sports Federation, the European Deaf Sports Organisation, the International Federation of CP Football, the European Powerchair Football Association, the European Amputee Football Federation and Special Olympics) received support for football development projects aimed at increasing grassroots opportunities.

Fare observers monitored 118 UEFA club competition matches and filed 20 reports on discriminatory incidents, which resulted in nine sanctions imposed on nine clubs by the independent UEFA Control, Ethics and Disciplinary Body. In addition, 21 EURO 2016 qualifying matches were monitored and eight incident reports submitted to the Control, Ethics and Disciplinary Body, resulting in five sanctions on five member associations. Finally, all 51 EURO 2016 matches were monitored, resulting in eight reports on discriminatory incidents and two sanctions imposed on two member associations.

Ongoing dialogue was maintained with the European fan movement on ticket pricing, security, disciplinary matters, accessibility and other issues, and the third annual UEFA Football and Social Responsibility Report was published in April 2016, featuring all of UEFA’s and its partners’ activities of 2014/15.

Meetings: 6 November 2015; 26 April and 27 April (bureau) 2016

Composition of the committee on 30 June 2016

| 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 | Geogios Gkirtzikis (Greece) |
| Members | Klara Bjartmarz (Iceland) |
| | Milovan Djukanovic (Montenegro) |
| | Paul Elliott (England) |
| | Ekaterina Fedyshina (Russia) |
| | Gül Keskinler (Germany) |
| | Conrad Kirkwood (Northern Ireland) |
| | Fiona May (Italy) |
| | Eduard Prodani (Albania) |
| | Edgars Pukinsks (Latvia) |
| | Teresa Romao (Portugal) |
| | Charles Schaack (Luxembourg) |
| | Gaston Schreurs (Belgium) |
| | Phivos Vakis (Cyprus) |
| | Johan van Geijn (Netherlands) |
The main focus of the UEFA Football Committee in the 2015/16 season were national team competitions, club competitions, football education and the Laws of the Game.

The national team competitions that came under the committee’s spotlight included the European Qualifiers, EURO 2016, the UEFA Nations League and and the youth competitions. Regarding the youth competitions, the committee was satisfied with the age categories and the current formats.

A look at technical trends in the 2015/16 UEFA Champions League, UEFA Europa League and the UEFA Youth League gave rise to discussions on how the Youth League has become a crucial means of bridging the gap between a club’s youth team and first team. The elite youth development programme was also applauded by the committee, which praised the efforts of UEFA in helping the national associations develop their players.

An extensive presentation on the new Laws of the Game, with particular emphasis on Law 12 – denying an obvious goal scoring opportunity – opened the way for discussions on the away-goal rule, which many members felt was no longer necessary in the current game, given the quality of pitches and stadiums.

At the IFAB annual general meeting, it was decided to continue research into the possibility of introducing a fourth substitution in extra time. Real-life testing would begin in select FIFA and UEFA competitions. Video assistance for match officials was also reviewed and live experiments would take place from next season. Given the complexity of the system, several factors would have to be taken into consideration before it could be implemented.

Meeting: 17 May 2016

Composition of the committee on 30 June 2016

Chairman  
Davor Šuker (Croatia)

Deputy Chairman  
Borislav Mihaylov (Bulgaria)

1st Vice-Chairman  
Pavel Cebanu (Moldova)

2nd Vice-Chairman  
Dejan Savićević (Montenegro)

3rd Vice-Chairman  
Zbigniew Boniek (Poland)

4th Vice-Chairman  
Luis Figo (Portugal)

Members  
Demetrio Albertini (Italy)  
Revaz Arveladze (Georgia)  
Matt Crocker (England)  
Ivan Ćurković (Serbia)  
Ilcho Gjorgjioski (FYR Macedonia)  
Faruk Hadžibegić (Bosnia and Herzegovina)  
Anghel Iordanescu (Romania)  
Tibor Nyilasi (Hungary)  
Fernando Ruiz Hierro (Spain)  
Alexey Smertin (Russia)

Special Advisor  
Pierluigi Collina,  
Chief Refereeing Officer

The following member left the committee during the reporting period: Helmut Sandrock (Germany)
II. REPORT OF THE UEFA ADMINISTRATION

1 July 2015 - 10 July 2016
FOREWORD

The 2015/16 year was an extremely challenging period for UEFA and everyone working for the organisation. Consequently, it is only right that I take this opportunity to place on record my gratitude to all those who helped ensure continuity and continued progress, enabling UEFA to navigate these turbulent waters safely.

First of all, I feel this is an appropriate moment to convey our sincere thanks to Michel Platini for his achievements over nine years as the UEFA president. The organisation moved boldly forward under his leadership, took far-sighted decisions, implemented sound measures and policies, and put a number of key visions into practice that will doubtless stand European football in good stead in the years to come.

Thanks are also due to Gianni Infantino, an impressive leader of the UEFA administration as general secretary since 2009. His many qualities were recognised by the world’s national football associations when they elected him as the ninth president of FIFA in February 2016. I have no doubt that he will contribute enormously to reinforcing the bond between UEFA and FIFA. His election also gave UEFA an excellent opportunity to consolidate its relations with the rest of the football world – an important element of our mission as a FIFA continental confederation.

It would be remiss of me at this stage not to offer thanks to Ángel María Villar Llona who, in his capacity as UEFA’s first vice-president, stepped into the breach remarkably in a particularly delicate situation. His experience, knowledge and wisdom were crucial in ensuring UEFA’s stability and forward momentum.

UEFA’s year was marked by the outstanding success of UEFA EURO 2016 in France. Thanks to the dedication, loyalty and professional attitude of everyone who worked at the tournament, we were able to savour a football festival that surpassed expectations at every level.

I am proud and honoured to work together with all my colleagues in the UEFA administration, and I am full of admiration and respect for the quality, devotion and love of football that they bring forth on a daily basis.

Finally, let us not forget two dear colleagues in the administration who very sadly passed away during the year. Cyril Gallay and David Petriashvili will remain forever in the hearts of all those who knew them and worked with them.

Theodore Theodoridis
UEFA General Secretary
UEFA Administration 2015/16

General Secretary  Gianni Infantino, until 26 February 2016
General Secretary  Theodore Theodoridis, from 4 March 2016
ad interim

Directors  Theodore Theodoridis (National Associations)
           Alasdair Bell (Legal Affairs)
           Stéphane Igolen (Services and Management)
           Josef Koller (Finance)
           Giorgio Marchetti (Competitions)
           Martin Kallen (CEO, UEFA Events SA)
           Guy-Laurent Epstein (UEFA Events SA – Marketing)
NATIONAL TEAM COMPETITIONS

European Football Championship

Four years of intensive planning and preparations coalesced into one memorable month in France from 10 June to 10 July 2016. The 15th European Championship final tournament, staged at ten venues throughout France, lived up to its billing as one of the world’s major sporting events. With records broken across the board, the tournament set new benchmarks and left significant legacies for the future.

The first-ever EURO to feature 24 teams not only gave new countries and their supporters the chance to savour the rarefied atmosphere of a final round – Albania, Iceland, Northern Ireland, Slovakia and Wales were making their EURO debuts – but also provided ample proof that surprise results in the qualifying competition had not been a fluke. Results in the European Qualifiers proved to be able competition, where unfancied teams produced some remarkable results against supposedly stronger opposition. The spreading of matches over six days in international weeks heralded an invigorating new approach, and underlined UEFA’s determination to enhance the appeal of the European national team game.

Preparations for the final tournament were challenging and fulfilling as various milestones were reached. The qualifying play-off draw in October and spectacular final-round draw in Paris in December passed to overall satisfaction from an infrastructure and operational view, and whetted the appetite for what was to follow in the summer. The preparation period stepped up a gear with the finalists’ workshop as the ‘100 days to go’ mark arrived, and a mixture of anticipation and professional determination was evident as the kick-off came within sight. Workshops and meetings proliferated, final documents were produced, plans were fine-tuned and put into practice and infrastructures made ready and solid. The French authorities put in place a vast security programme that was to prove its value during the tournament, and 6,500 volunteers were primed for the various tasks which they were to eventually carry out with devotion and professionalism.

While the work to ensure EURO 2016’s success went on, the future was always in sight. No sooner had the qualifying competition been completed than UEFA and FIFA began addressing the issue of the European qualifying competition for the 2018 World Cup, to be organised under the European Qualifiers banner. Member associations provided positive feedback on the
2014–16 European Qualifiers, which aided the decision-making process for the 2016–18 programme. Considerable coordination within UEFA’s various operational units provided a national associations’ manual for the qualifiers. These preparations laid solid early foundations for the European road to Russia.

New and important challenges beckon for the 2018–22 cycle. EURO 2020, to be played in 13 cities to celebrate the competition’s 60th anniversary – will make every use of UEFA’s considerable organisational skills and experience, along with the inaugural UEFA Nations League that will also reinforce the standing of national team football when it kicks off in September 2018. Further along the line, work has begun on the UEFA EURO 2024 bid regulations following the National Team Competitions Committee’s approval of the key requirements.

EURO 2016 is also covered in other sections of this report.

UEFA EURO 2016 was a great success in terms of sporting balance, with first-time qualifiers such as Wales and Iceland challenging the established nations. It was also a huge success in terms of atmosphere and spirit.
European Under-21 Championship

More emerging talents than ever will be on show at the next European Under-21 Championship final round in Poland in June 2017 due to the increase in the field from 8 to 12 teams. The road to the tournament gathered pace, with site visits, organisational fine-tuning and confirmation of the venues by the Polish Football Association (PZPN). A fourth substitution in extra time will also be tested at the tournament. The qualifying competition began in March 2015 and would run until October 2016, with play-offs scheduled for the following month.

Women’s football

The final-round field for the UEFA Women’s EURO in the Netherlands in July/August 2017 is also increasing, from 12 to 16, and a record number of 47 national teams entered the competition. Preparations stepped up a further gear, with the schedule announced for the 31 matches at seven venues. UEFA and the Royal Dutch Football Association (KNVB) held regular discussions, including monthly video conferences, and site visits to the Netherlands helped identify the various infrastructures to be put in place. UEFA strives to raise the profile of women’s football, and the Women’s EURO qualifying competition was the perfect platform for UEFA to begin honouring women footballers for outstanding service to their respective national teams, by presenting awards to female players who have earned 100 or more caps.

Futsal

Futsal’s flourishing popularity came to the fore at an outstanding UEFA Futsal EURO 2016 in Belgrade in February 2016. The draw had already given a taste of what was to come, with tournament ambassador Dejan Stanković taking part and Serbian tennis star Novak Djoković lending his support. Record crowds turned up to the Serbian capital’s Arena of Belgrade, with attendances reaching six figures – 113,820 – for the first time in the competition’s history, and five days were sell-outs.

Host broadcast partner Eurosport worked closely with UEFA to ensure top-quality worldwide coverage. An impressive 36.4 million viewers turned on to watch the action – a 38.3% increase on the previous finals in 2014. UEFA’s venue operations team and their colleagues coped admirably with the demanding schedule of 20 games in 12 days. Spain claimed their seventh title in ten editions of the tournament – their final win against Russia was their 27th victory in a row.
Youth football

Today’s young players are the potential stars of the future, and UEFA remains committed to advancing youth football’s progress. The men’s and women’s U17 and U19 competitions involved the usual programme of qualifying mini-tournaments, draws and site visits. Qualifying draws mostly took place in Nyon, while final round draws were held in the host countries, enabling them to promote the tournaments and raise public awareness. Seeking constant improvement, UEFA sent out a questionnaire to its associations during the review period, requesting feedback on the current organisation of mini-tournaments and final rounds, as well as on youth football in general. UEFA helps to prepare younger players for its U17 and U19 competitions by staging youth development tournaments, of which 26 took place during the review period at U16 level (14 for boys’ teams and 12 for girls’ teams), three at women’s U17 level and four at women’s U18 level. The tournaments provide crucial international experience, with player development taking priority over results.

European Under-19 Championship

Pride at a job well done was the feeling after an excellent U19 final round in Greece in July 2015. Games were played in the evening owing to the high temperatures. Crowds flocked to the three venues for the 15 matches, and a cumulative attendance of 66,463 for the final round – an average of 4,431 spectators per match – more than doubled the previous year’s figure.

Greece’s experience in staging major sports events came to the fore. The hosts responded efficiently to every challenge, and the tournament was given important exposure through Eurosport’s coverage of 14 games, including the final. A remarkable success, in light of the very difficult period the country was going through.

Spain lifted the crown for the seventh time by overcoming Russia 2-0 in the final in Katerini – the same venue at which they had won what was then the U18 title in 1995. A tightly contested tournament was notable for the fact that none of the eight teams remained unbeaten. Group B’s outcome was decided on goal difference, with all four teams ending level on four points. Just three of the eight participants had taken part in the 2014 final round in Hungary – demonstrating the competitive nature of European football at U19 level.

The rapid passage of time soon saw 52 teams setting out in the 2015/16 qualifying round in September 2015, with the elite-round field in March 2016 narrowed to 28 teams, from which the seven group winners would join Germany in the final round four months later.
The final tournament in July 2015 proved to be another step forward for women’s youth football, in particular for hosts Israel. The event helped to raise the profile of the women’s game in the country, with all three of Israel’s group matches televised domestically and played before crowds of over 2,000. Israel’s preparations for the tournament included the opening of a girls’ football academy, and the team competed in Israel’s domestic women’s top division. UEFA women’s football development ambassador Laura Georges also attended the tournament, fulfilling her role to inspire young girls.

Israel’s organisers made optimum use of their experience of hosting the European Under-21 final round in 2013, staging matches at four venues, and the final between Spain and Sweden in Netanya attracted a healthy attendance of 7,230. Sweden recorded a 3-1 win to complete a memorable summer for Swedish football, adding to the U21 team’s European title triumph in the Czech Republic.

The 2015/16 qualifying round with 44 teams ended in September 2015, and the 24-strong elite round followed in the spring. Seven teams – Austria, France, Germany, the Netherlands, Norway, Spain and Switzerland – would join hosts Slovakia in the final round in July 2016. Meanwhile, the 2016/17 qualifying round draw, with 44 entrants again in the pot, began the path to the first female finals to be held in Northern Ireland, in summer 2017.
European Under-17 Championship

Azerbaijan staged the 2014 UEFA Futsal Cup finals, and its capital Baku will host four EURO 2020 fixtures. Consequently, the U17 final round in May 2016 gave another opportunity for the national association to show its organisational prowess. The host team was the first to represent Azerbaijan in any final round, enjoying the education and experience that participation brings, and the tournament provided a splendid fillip to the development of Azerbaijani football.

History was made when 33,000 fans converged on the Baku Olympic Stadium for Azerbaijan’s opening group match against Portugal – the biggest crowd at the time for any UEFA youth fixture since the inaugural U17 and U19 seasons in 2001/02. The 31 matches at four venues culminated in Portugal winning their second European U17 title, defeating Iberian neighbours Spain 5-4 on penalties after a tight 1-1 draw. During the tournament, Portuguese striker José Gomes became the highest scorer in European U17 competition history when he notched his 16th goal in the match against Austria.

The road to the 2016/17 final round in Croatia began with the qualifying round draw featuring 52 teams, while preparations, including site visits, continued apace.

European Women’s Under-17 Championship

A field of 47 nations – the biggest yet – set out in the 2015/16 European Women’s Under-17 Championship. Belarus hosted a splendid final round in May 2016 – the second final round held in the country after the women’s U19 event in 2009 – with the accent on engaging grassroots activities. The hosts were rewarded with some proud records, courtesy of afternoon kick-offs which helped attract young spectators.

An unprecedented aggregate attendance of 44,653 spectators included a competition best of 10,200 for the final in Borisov, which ended with Germany beating Spain 3-2 in a dramatic penalty shoot-out after a goalless draw, and sealing their fifth triumph in five final appearances. The fans enjoyed a record 58 goals, with England’s 12-0 success over Belarus the highest in any UEFA final tournament. The 2016/17 competition kicked off in November 2015 with the qualifying round draw, involving 44 of the 45 teams aiming to join hosts Czech Republic in the finals – champions Spain having a bye into the elite round.
The constant evolution of the European club competitions was a key focus of work during the 2015/16 period. A review of the current club competition structure was initiated, and discussions took place about possible changes for the 2015–18 cycle at the Top Executive Programme (TEP) meeting between UEFA and its member associations in Malta in September 2015. The International Centre for Sports Studies (CIES) also conducted an independent analysis of the club competitions’ impact on domestic league results and potential changes in the turnover strategies of clubs competing in the UEFA Europa League. Based on football and marketing analyses focusing on the improvements required by the current formats, discussions continued in the UEFA Club Competitions Committee on the 2018–21 cycle, with informal meetings taking place with clubs as requested by the committee.

Consultation with clubs remains an important component of the quest for overall improvement, and workshops with clubs in the club competitions served to gather useful feedback and proposals. A workshop also took place with the UEFA Youth League semi-finalists ahead of the 2016 final round in Nyon.

Final access lists were approved for the 2016/17 men’s and women’s competitions and, following an extensive review process, the club competition regulations and manuals for 2016/17 were issued, including new provisions on goal-line technology and giant screens. The calendars for the 2016/17 and 2017/18 seasons were finalised, and first strategic site visits took place to potential venues for the 2018 club competition finals.

An important new financial distribution system was put in place for the 2015–18 club competition cycle, following close cooperation between UEFA and the European Club Association (ECA). Amounts available to participating clubs and for solidarity payments increased considerably from the 2012–15 cycle, with all revenues from the UEFA Champions League and UEFA Europa League centralised into one single pot. The 32 clubs that took part in the 2015/16 UEFA Champions League shared more than €1.345bn in payments from UEFA, over €315m higher than the previous season, while more than €411.1m was shared by the 56 clubs that participated in the group stage and/or knockout rounds of the 2015/16 UEFA Europa League (€239.7m in 2014/15). Solidarity payments to clubs not taking part in the competitions’ group stages increased to €84.6m (€48.5m in 2014/15), while solidarity payments to clubs not qualified for UEFA club competitions, via their national associations and/or leagues, went up to €120.8m (€85m in 2014/15).

The new distribution system not only provided for a substantial rise in revenue for clubs taking part in the two club competitions, but also represented a strengthening of UEFA’s solidarity principle, an essential component of its values. The new system was ultimately a testament to the progress that is made when major stakeholders come together to reach agreement.

Consultation with clubs remains an important component of the quest for overall improvement, and workshops with clubs in the club competitions served to gather useful feedback and proposals.
UEFA Champions League

The football-mad city of Madrid held sway in the UEFA Champions League, with neighbours and rivals Real Madrid CF and Club Atlético de Madrid meeting in the final on 28 May 2016 for the second time in three seasons. As expected, neither side gave an inch on ‘the ultimate stage’ at Milan’s San Siro in front of 71,942 fans, and a penalty shoot-out was needed after a 1-1 draw before Real Madrid clinched their 11th title in the 61st edition of UEFA’s blue-riband competition.

The winning penalty in the shoot-out was converted by Real Madrid’s Portuguese ace Cristiano Ronaldo, who displayed his goalscoring prowess throughout the competition, starting with a hat-trick against FC Shakhtar Donetsk on the opening night. He was to finish top of the goalscoring list for the fourth year running with 16 goals, one short of the record tally he set in 2013/14, and headed the competition’s all-time scoring list with 93 goals. His coach, Frenchman Zinedine Zidane, also enjoyed a remarkable competition, becoming only the seventh man to win the title in the quarter-finals, falling without reply and reach the quarter-finals. Holders Barcelona lost their grip on the title in the quarter-finals, falling 3-2 on aggregate to an Atlético team gradually becoming a feared proposition, while Real Madrid wiped out a 2-0 first leg deficit to emerge victorious against VfL Wolfsburg courtesy of another Ronaldo hat-trick.

The 2015/16 season was the first in a new three-season cycle for the UEFA Champions League brand founded on the competition’s essential values – passion, authenticity, inspiration and excellence. A new campaign, Champions becoming Legends, celebrated players in their efforts to achieve the legendary status accorded only to the best of their predecessors on this prestigious stage. Although the visual identity was refreshed for the new cycle, many of the iconic Champions League staples, such as the starball logo and the inspiring theme music, remained in place to give the competition its unparalleled aura. An enhanced licensing programme for 2015–18 also helped strengthen the competition brand, with the partner network increased by more than 50% and existing categories fine-tuned, expanded and improved.

The UEFA Champions League reached more people than ever in 2015/16, thanks especially to an engaging social media campaign. The official Facebook page grew 20% to 57 million during the campaign, and the official Instagram page enjoyed massive growth of more than 1,000%, with 22 million people triggering 74 million interactions on the day of the Milan final. On Twitter, @ChampionsLeague finished the season with 11.6 million followers – figures which provide ample proof of the fantastic reach and popularity enjoyed by the world’s premium club football spectacle.

10.6 million viewers tuned into the final, and the penalty drama after extra time attracted 12.6 million viewers, a share of 67.2%.

Once again, the competition on the field demonstrated why the UEFA Champions League is such a riveting spectacle. Attendances remained stable, with a total of 6,596,926 fans (including qualifying) watching the action in the stadiums. The strength in depth of European football was also emphasised by the first appearance of a club from Kazakhstan – FC Astana – in the group stage, which suggested that football’s development on this continent is flourishing. The group stage proved extremely competitive, with a number of issues remaining undecided until the last matchday. Real Madrid and FC Barcelona were the only unbeaten outfits, but there were also shocks, including the failure of two-time winners and competition perennials Manchester United FC to come through the group stage.

Atlético’s run to the final might have stalled in the round of 16 – their tie against PSV Eindhoven remained goalless over two legs – the first-ever UEFA Champions League knockout tie to do so – before they triumphed in a tense 16-penalty shoot-out. There were amazing comebacks in the knockout stage. FC Bayern München staged an astonishing revival to defeat Juventus – two down at home in the second leg and 4-2 behind on aggregate, the Germans fought back to score four without reply and reach the quarter-finals. Holders Barcelona lost their grip on the title in the quarter-finals, falling 3-2 on aggregate to an Atlético team gradually becoming a feared proposition, while Real Madrid wiped out a 2-0
Sevilla FC maintained their iron grip on the UEFA Europa League title – the Spaniards’ success in 2015/16 was their third successive triumph. The hat-trick saw them fight back from a first-half deficit to overcome English adversaries Liverpool FC 3-1 in an entertaining final at Basel’s St. Jakob-Park on 18 May 2016 – the first to use goal-line technology, and witnessed by 34,429 spectators. Sevilla’s success would be rewarded with a berth in the 2016/17 UEFA Champions League.

The competition began a new chapter in 2015/16. A fresh brand identity was unveiled with an innovative new design, giving fresh impetus to the 2015–18 period. This new cycle also heralded a larger and more centralised marketing campaign featuring full centralisation of commercial rights. Additionally, UEFA’s Together as One promotional drive highlighted the bond between clubs and their supporters in a competition in which traditional European competitors come together with other clubs who may be enjoying the European spotlight for the first time.

The group stage kicked off with 48 clubs from 24 countries, reflecting the diversity that gives the competition its unique flavour. Albanian club KF Skënderbeu were the country’s first-ever group stage representatives, making Albania the 37th nation to take part in this stage of the competition. The competitive football on offer throughout the season meant that just six of the 12 group winners survived the round of 32, while only three of the eight quarter-finalists had finished top of their groups. The knockout stages provided drama aplenty – with Liverpool staging one of the great European recoveries. The English team were 4-2 down on aggregate after an hour of the quarter-final second leg against Borussia Dortmund, but scored three times late on to seal an incredible turnaround.

The appeal of the UEFA Europa League continues to flourish. A total of 6,746,192 spectators watched matches in 2015/16 (including the qualifying competition) – the highest aggregate crowd in the competition’s history. The attendance of 75,180 at the round of 16 second leg between English rivals Manchester United FC and Liverpool FC at Old Trafford also smashed the UEFA Europa League record.

TV viewing figures were on the rise too. The UEFA Europa League final was aired in more than 100 countries to an estimated average global audience of 50 million, while achieving an estimated unique reach of 160 million viewers. Together with a record number of visits to UEFA.com – 26.7 million over the season – all of this augurs well for the future, with even greater effort being put in to ensure the success of the 2016/17 competition, which will culminate in the final at the Friends Arena in Solna, Sweden.
**UEFA Super Cup**

Deciding to take the UEFA Super Cup around Europe has proved judicious, with more national associations savouring the opportunity to stage this showpiece between the reigning UEFA Champions League and UEFA Europa League title-holders which starts the new club competition season.

Tbilisi’s Boris Paichadze Dinamo Arena staged the 2015 encounter – the first-ever UEFA final to be held in Georgia. A remarkable all-Spanish match on 11 August went to extra time before FC Barcelona emerged as 5-4 victors – winning their fifth Super Cup – over a Sevilla FC team that had fought back gallantly from a 4-1 deficit.

The 51,490 attendance created a new record for a one-off, neutral venue UEFA Super Cup match, while the nine goals were the most scored in any Super Cup fixture. The spectacular nature of the event was underlined by an opening ceremony where some 1,000 children from Georgia and eight other countries, on the initiative of the UEFA Foundation for Children and the Georgian Football Federation (GFF), joined hands with the teams and match officials to convey a message of peace and unity. The Super Cup is set to continue its journey around Europe in Trondheim (Norway) in 2016, Skopje (FYR Macedonia) in 2017 and Tallinn (Estonia) in 2018.

**The UEFA Europa League final was aired in more than 100 countries to an estimated average global audience of 50 million, while achieving an estimated unique reach of 160 million viewers**

**UEFA Women’s Champions League**

The 15th edition of UEFA's women's club competition kicked off with a record field of 56 clubs from 47 nations.

The 2016 final took its traditional slot in the same May week and country as the men’s equivalent. The Stadio Città del Tricolore in Reggio Emilia, Italy, staged a dramatic repeat of the 2013 final – Olympique Lyonnais claiming their third title before more than 15,000 spectators, beating VfL Wolfsburg 4-3 on penalties after a 1-1 stalemate. Live TV coverage across Europe and other regions boosted interest in the occasion – 3.5 million viewers watched the final, up 6% on the number of viewers for the 2013 final between the same two teams. Eurosport’s competition coverage attracted 17.3 million viewers overall.

Sterling work promoted the final. A trophy tour featured Italian final ambassador, ex-international Patrizia Panico, while Italy’s national-team coach Antonio Conte added support at the ticket launch. Reggio Emilia also hosted the Women’s Grassroots Festival, with UEFA women’s football development ambassador Steph Houghton on hand for a game with local youngsters.

Preparations soon got under way for the 2016/17 competition, which will reach its climax at Cardiff City Stadium in Wales. New access list principles were in force for the season, with the associations ranked 9th to 12th allowed to enter a second team, namely their respective domestic championship runners-up.
UEFA Futsal Cup

A new name was engraved on the UEFA Futsal Cup trophy in April 2016. Ugra Yugorsk, in their competition debut, took the silverware back to the central Russian town of some 36,000 inhabitants after an epic 4-3 win in the 2015/16 final over former champions and final round hosts, Spain’s Inter FS. Sell-out crowds at the Palacio Multiusos in Guadalajara – almost 4,000 fans watched the final – helped to make the tournament a spectacular and colourful spectacle.

The 2016/17 campaign was quickly up and running shortly afterwards. Ugra Yugorsk were joined by first-ever entrants from Kosovo and San Marino among a record field of 52 clubs, with 48 involved in the preliminary and main round draws in early July 2016.

UEFA Youth League

The UEFA Youth League became a permanent UEFA competition in 2015/16 following a two-year pilot phase. The expanded competition comprised 64 teams, with 32 domestic champion clubs lining up alongside the youth teams of the clubs taking part in the UEFA Champions League group stage. This expansion increased the competition’s quality, guaranteed wider country representation and gave even more youngsters an international stage on which to parade their talents.

Chelsea FC emerged victorious for the second successive year, edging out Paris Saint-Germain 2-1 in the final on 18 April 2016 in front of a capacity 4,000 crowd at Colovray Stadium, opposite UEFA’s headquarters in Nyon. Chelsea defeated Belgians RSC Anderlecht in the semi-finals, while Paris Saint-Germain overcame Real Madrid CF, for whom Borja Mayoral scored a record-equalling 15th UEFA Youth League goal.

UEFA staff volunteered in numbers to offer their services over the two matchdays in Nyon, and local press coverage made an important contribution to the overall attendance of 11,338 spectators. Ticket proceeds went to the UEFA Foundation for Children and its Let’s Live Our Dreams initiative. UEFA had young players’ education in mind as well, with the four semi-finalists attending workshops focusing on match-fixing, anti-doping and dealing with the media.

Once more, the Youth League offered an ideal setting to view some of Europe’s finest young talents. One such example in 2015/16 was Manchester United FC’s Marcus Rashford, who began the season in his team’s Youth League squad, before forcing his way into the club’s senior ranks and winning a place in England’s EURO 2016 squad.
MATCH OPERATIONS

The review period saw delivery of the various competition administration elements under the match operations unit’s remit – the checking and coordination of fixtures, competition database management, stadium inspections, player registration and the organisation and training of match officers such as delegates. On the operational side, the match command centre in Nyon continued to offer support to on-site venue teams and provide solutions in cases such as security issues or adverse weather conditions.

Observation and/or mentoring sessions were organised for new delegates, and documents for delegates were updated along with competition guidelines. The delegate selection process took place for EURO 2016 and the 2016–18 European Qualifiers, with arrangements made for the tournament in France and specific training sessions held to prepare the delegates for their duties.

Daily business also included the appointment of venue directors – for whom guidelines were produced and training organised for the club competitions and the 2016–18 European Qualifiers. A new stadium announcement tool was developed for the club competitions, and a new pitch monitoring concept was introduced.

Preparations for the introduction of goal-line technology from the 2016/17 UEFA Champions League play-offs onwards were an important focal point during pre-season planning work. The system works alongside additional assistant referees, who continue to monitor all activity in and around the penalty area. Goal-line technology is being used to focus on the goal line, freeing the additional assistants to focus on the rest of the penalty area, and be ready to take decisions and support the referee.

Other preparation activities included stadium inspections, various approval processes for the new club competition season and European Qualifiers cycle, and the administration of 292 club competition qualifying matches at the start of the 2016/17 campaign.
Refereeing

UEFA’s refereeing programme proceeded at full speed, with referee services organising courses and managing referee appointments for UEFA’s competitions – including an unprecedented 210 appointments in one day for the first two UEFA Champions League and UEFA Europa League qualifying rounds in summer 2015.

Support was given to the Referees Committee in ensuring the efficient running of all matters related to match officials. Traditional refereeing events continued – the summer gathering in Nyon to kick off the 2015/16 season, and the winter refresher courses for European referees in Cyprus in February 2016. An assistant referee course took place on the Mediterranean island ahead of the referees’ course, and 40 additional assistant referees were brought together in Nyon in September 2015, emphasising the growing importance placed on the two roles. Futsal referee and referee observer courses ensured continued progress in these specialist sectors.

The year under review was marked in particular by EURO 2016. Eighteen teams of referees, assistant referees and additional assistant referees were chosen for the tournament, and a preparatory workshop was staged at the referees’ EURO base in Enghien-Les-Bains, near Paris. Eventually, 94 match officials took part in the final round, which began with Referees Committee members visiting the 24 teams to explain how the Laws of the Game would be interpreted. Match analysts were also recruited to brief the referees on team tactics. The hard work paid off and the referees – aided by the good conduct of the players and coaches – received positive praise for their displays in France, especially in terms of consistency and protection of the game’s image.

The training of promising young referees (male and female) stays in capable hands, courtesy of UEFA’s Centre of Refereeing Excellence (CORE) – a fact clearly underlined by the EURO 2016 appointment of Polish referee Szymon Marciniak, the first CORE graduate to officiate at a EURO final round.

Anti-doping and medical matters

2015/16 heralded the introduction of UEFA’s most comprehensive anti-doping programme ever. This included the introduction of the World Anti-Doping Agency (WADA) athlete’s biological passport, helping to identify possible steroid use, a long-term sample storage programme enabling retrospective identification of prohibited substances, and further development of the comprehensive blood and urine in and out-of-competition testing programme.

The review period brought with it a more coordinated, intelligence-led programme, as UEFA signed cooperation agreements with the national anti-doping agencies (NADOs) of teams participating in the UEFA Champions League, UEFA Europa League and EURO 2016. This set new standards in terms of intelligence gathering and testing optimisation, while also acting as a crucial deterrent to doping.

UEFA’s 2015/16 education programme included the development of an e-learning platform and new player information leaflets, while education sessions at youth final rounds firmly warned young players about the dangers and consequences of doping.

EURO 2016’s major anti-doping programme kicked off at the start of 2016 and comprised in and out-of-competition testing up to and including the tournament. All 24 team doctors signed a charter pledging to help UEFA achieve a drug-free EURO at a workshop in Paris in March 2016, and none of the 2,242 samples collected within the EURO programme tested positive.

On the medical front, UEFA’s elite club injury study continues to win plaudits for the scale and quality of the data that helps clubs, associations and the scientific community in their own work in treating and preventing injuries. The study entered its 15th year, and was the subject of a special edition of the British Journal of Sports Medicine in June 2016. In addition, a specific EURO 2016 injury study aimed to assess the risk, pattern and severity of injuries at the finals – improving understanding of injuries by spreading data and knowledge obtained to the wider football family.
Ending the grassroots remains a major priority for UEFA in support of its belief that football is a game for all, and the highlight of the review period was the 11th UEFA Grassroots Workshop in Ljubljana, Slovenia, in April 2016. The workshop’s objective was to give UEFA member association grassroots managers a platform to exchange knowledge and expertise. Discussions also centred on new ideas and activities for implementation at national level, the effective marketing and promotion of the grassroots game, and challenges relating to the new pillars of the UEFA Grassroots Charter.

In September 2015, European national associations celebrated the first-ever UEFA Grassroots Week, held as part of the European Week of Sport under an agreement with the European Commission. UEFA donated a maxi-pitch to Belgium, and the week featured the announcement of UEFA’s annual Grassroots Awards recognising the best leaders, clubs and projects around Europe.

National associations supplied data to UEFA identifying current grassroots football trends, with the resulting portfolio helping national associations meet the criteria of the revised UEFA Grassroots Charter. Guidelines were also approved for a new football in schools project, while the UEFA GROW project reinforced support to national associations to help them increase grassroots participation.

UEFA Regions’ Cup

The ninth edition of UEFA’s amateur team competition ended in the Republic of Ireland at the start of the reporting period, with the home team, Eastern Region IRL, winning the 2015 final tournament in Dublin. The competition returned for 2016/17, with 38 nations in the preliminary and intermediate round. The finals of the tenth UEFA Regions’ Cup are scheduled for June 2017, and will be hosted by one of the eight qualifiers.
SOLIDARITY AND SUPPORT FOR NATIONAL ASSOCIATIONS

The bond between UEFA and its 55 member associations is a cornerstone of European football, underpinned by UEFA’s unstinting support, assistance and guidance to each. This backing nourishes the well-being of the European game, and gives vital impetus to the progress and development of associations across the continent.

HatTrick

UEFA reinvests considerable revenue in European football, and funding provided through its HatTrick scheme helps national associations develop their sporting and administrative infrastructures. The fourth HatTrick cycle (2016–20) will see European associations share an increased total budget of €600m.

A number of projects reached fruition in 2015/16. Among them, thanks to HatTrick aid, the Portuguese Football Federation opened its new Cidade do Futebol complex; the Football Association of Slovenia inaugurated a new national football centre, and the Football Association of Montenegro christened its new House of Football.

The 2015 HatTrick Award winners were chosen – Belarus, Czech Republic, Republic of Ireland and Romania – rewarding these associations for their excellent work in the various award categories under the three HatTrick pillars: investment, knowledge-sharing and sports education.

Follow-up work continued on approved HatTrick projects, various site visits helped plans and visions take shape, and pitch, floodlight and stadium facility experts visited a number of national associations as part of operational support granted for the 2014–16 European Qualifiers. New HatTrick regulations were also adopted for the 2016–20 cycle.

HatTrick help across Europe is reinforcing foundations and nurturing football’s development at all levels.

Stadiums and security

UEFA’s wide-ranging 2015–19 stadium and security strategy was rolled out over the year. The strategy features a four-year support programme to help UEFA member associations implement the Council of Europe’s Convention on an Integrated Approach to Safety, Security and Service at Football Matches and Other Sports Events.

UEFA’s vision also includes proposed tough exclusion and travel restrictions for known troublemakers; training for stewards, stadium managers, police and safety officers; and constant assistance and guidance to European national associations. The strategy was unveiled to some 300 delegates at the UEFA-EU Stadium and Security Conference held in Warsaw in September 2015.

Meanwhile, research continued into the emerging threat of drones, while a research project was also launched on health risks related to pyrotechnics and their use in stadiums.

Courses and ‘train the trainer’ workshops continued for stewards, club safety officers and police commanders, and events in Iran and the United Arab Emirates were staged as part of the UEFA-AFC inter-confederation stadium and security assistance programme.
Education programmes and research

Nyon hosted the fourth edition of the UEFA Women in Football Leadership Programme in May 2016, with 24 women from member associations working on skills and receiving advice to prepare them for leadership and decision-making positions in football. A one-year mentoring programme follows the training week to offer these potential future leaders priceless assistance and guidance.

UEFA’s education campaign gathered speed, with two new personal development programmes getting under way: the UEFA Executive Master for International Players (UEFA MIP) aims to keep ex-internationals within the administration and management of football after they have hung up their boots (24 former players embarked on the first MIP sessions), and on the legal front, UEFA’s new Football Law Programme is keeping specialists up to speed and broadening their understanding of football law developments.

A number of established initiatives remain a source of invaluable learning for the football family at large. The third edition of the Executive Master in European Sports Governance (MESGO), for professionals in the sports sector wishing to broaden their knowledge of European practices, came to an end, and applications opened for the fourth edition. A truly international feel marked the UEFA Certificate in Football Management (UEFA CFM) programme, with editions all over Europe, including one co-hosted by the associations of the Republic of Ireland and Northern Ireland – giving association and club staff in particular the opportunity to hone their football management skills.

Exchanging knowledge among national associations drives the KISS (Knowledge and Information Sharing Scenario) programme. KISS recognises the importance of collective knowledge for the benefit of European football, in line with its mission to promote solidarity and equality across the football family.

Highlights in 2015/16 included a KISS marketing workshop in Istanbul, in which 85 national association experts discussed the new UEFA GROW initiative aimed, among other things, at providing a long-term marketing vision to associations to help them implement effective strategies. National associations also joined forces in several workshops to exchange best practices in relation to women’s club and league football development.

Research projects regularly produce fascinating new data on European football and support the football family in fulfilling its mission. UEFA awarded its 2016/17 research grants to seven projects, selected from a field of some 50 proposals from leading academic researchers and supported by UEFA member associations. The projects cover topics such as football and human rights, the effectiveness of European match-fixing laws, and the engagement of disabled people in the European game.
Captains of Change

The Captains of Change programme to foster diversity and inclusion within European football’s management established solid foundations and made an encouraging impact in its first full year, with 11 projects from the first cycle successfully implemented across Europe. A first-ever diversity map (gender and ethnic background) was created in Norway, while diversity was included in Finland’s football quality management system, reaching 100 top clubs in the country. In the spring of 2016, UEFA agreed to support three more diversity and inclusion projects run by the national associations of Italy, Romania and Scotland.
Top Executive Programme (TEP)

UEFA’s programme to assist member association executives in their decision-making continued its invaluable role. A TEP strategy meeting in Malta in September 2015 began the mutual process of discussion and analysis for the season, and centred on strategic football matters, including football political matters, the future of international club competitions and funding for the fourth HatTrick cycle (2016–20). UEFA also provided ad hoc advice to individual FAs’ top executives on request.

The latest UEFA TEP kit assistance scheme was delivered, and the 2015/16 good governance HatTrick incentive scheme was launched. In addition, UEFA analysed national associations’ financial statements, and assisted in the process of mandating UEFA to sell national team competition media rights collectively for the 2018–22 period.

Study Group Scheme

The Study Group Scheme, facilitating technical exchange between European national associations, entered the second season of a two-year cycle focussing on three main pillars: coach education, women’s football and grassroots football. More than 900 technicians participated in a total of 26 seminars in 2015/16, with, in each case, one host association welcoming their counterparts for discussions, practical session and theoretical work.
Coaching

A major event in the reporting period was the UEFA Coach Education Workshop in Bratislava, Slovakia, in September 2015, attended by the technical directors and coach education heads of UEFA’s member associations. The workshop agenda included the presentation of a research study on the UEFA Coaching Convention, conducted by Leeds Beckett University in the UK, and focusing on the impact of the convention since its launch in 1997. The study’s findings and recommendations led to UEFA’s football education services and the UEFA Jira Panel of coach education experts identifying three immediate priorities: reality-based learning, development of coach educators and further education. Key activities are now being developed in these three priority areas.

Courses for coaches studying for their UEFA Pro diploma moved into a sixth year, with three sessions attended by some 270 participants in 2015/16. Experienced club coaches David Moyes and Thomas Schaaf came to Nyon to share invaluable insights into the various facets of the coach’s demanding job. Both Georgia and Malta launched their first Pro diploma courses, and assistance was provided to Gibraltar with a view to the association establishing its first B level course. Final plans were also set for a Balkan ‘tutor the tutor’ scheme in the goalkeeping sector, to be staged in Bosnia and Herzegovina, Croatia, FYR Macedonia and Serbia.

Women’s football coaching occupied an important role during the review period, with UEFA Pro and UEFA A licence scholarships granted to promising female coaches, and assistance provided to national associations wishing to organise diploma courses tailored specifically to women. Work was completed on a comprehensive futsal coaching manual to foster development in this sector, while preparations continued for 2016’s major event, the National Team Coaches’ Conference in Paris, which would feature a review of tactical and technical trends at EURO 2016.

Monitoring such trends remains a fundamental element of UEFA’s technical and football education activities. Experienced technical teams were present at UEFA final rounds and analysed developments in the club competitions, producing detailed technical reports along the way. Top club coaches examined the state of the European club game at their annual UEFA forum, and a group of eminent coaches, led by UEFA coaching ambassador Sir Alex Ferguson, was recruited for EURO 2016, where they attended matches, exchanged ideas and opinions, and compiled a wealth of information for the official tournament technical report.
Women’s football development

The impact of the UEFA Women’s Football Development Programme and its drive to promote the women’s game across Europe was captured in a report issued in the review period, which compiled best practices from all UEFA member associations. To aid that drive, a women’s football marketing conference was held during EURO 2016, and was attended by national association general secretaries, marketing directors and women’s football experts. The tournament in France also presented an ideal opportunity to raise the profile of national association staff working in women’s football, and to create networking opportunities.

High-profile figures joined forces with UEFA to make a crucial contribution as role models. England captain Steph Houghton and former Germany international Nadine Kessler became UEFA women’s football development ambassadors, joining Camille Abily and Laura Georges (both from France), Verónica Boquete (Spain) and Lotta Schelin (Sweden). The six are promoting the women’s game and inspiring forthcoming generations.

The women’s football development team also launched the Free-Kicks programme – a series of knowledge-sharing schemes, practical courses and advisory programmes in areas such as on-field and off-field development, knowledge-sharing among national associations, promotion, coaching and refereeing. Support is being tailored to each association’s individual needs.

Research on participation targets and strategies specific to women and girls was conducted as part of a campaign put together with UEFA’s marketing division and specialist consultants to boost the game’s growth throughout Europe. Representatives of six national associations also gathered in Keflavik, Iceland, to share best practices for women’s football academies and elite youth schemes, while the UEFA GROW marketing support programme has been key in providing advice to associations on promoting women’s football and its image.

Finally, the UEFA Women’s Champions League final in Reggio Emilia in May 2016 was the setting for a series of grassroots activities, with target groups identified and initiatives developed in consultation with the national associations of San Marino and Italy.

Elite youth player development

The second season of UEFA’s ambitious academy development programme maintained the close attention being given to the four pilot associations in the project (Armenia, FYR Macedonia, Georgia and newcomers Belarus), and initial visits were made to each association. A series of UEFA-monitored practical sessions were held with the quartet as the programme gained momentum, and an U14/15 development tournament hosted by FYR Macedonia featured all of the pilot project countries.

An elite youth player workshop was held in Nyon in conjunction with the UEFA Youth League finals in April 2016, while young footballers gained initial international experience in 33 development tournaments at men’s/ women’s U16 and women’s U17/U18 levels across Europe, in the presence of expert technical observers and offering the possibility of associated women-only coaching courses. The mission of the development tournaments remains the same – gathering football and life experiences takes full precedence over actual results.
GOOD GOVERNANCE

Good governance projects

The UEFA member associations improved their domestic governance in the review period by running a total of 56 good governance projects. UEFA invested €5.4m in those projects through the good governance incentives scheme administered by the national association services unit. Most projects helped to further consolidate the effectiveness and efficiency of the associations, not only in developing their strategies, but also in enhancing transparency and solidarity.

UEFA’s mission also calls upon the organisation to contribute to the development of football in other parts of the world, assisting the five other continental confederations and their national associations by providing expertise and knowledge, and sharing information across football’s entire range of activities and sectors.

In the 2015/16 season, UEFA’s impact on football’s development extended beyond European boundaries, courtesy of memorandums of understanding signed with other confederations. The fruits of those labours were seen in various ways through the year, especially in terms of the assistance provided by experts in assessing different areas of both technical and non-technical development.

Participants from other confederations attended UEFA seminars, workshops and courses such as the UEFA Grassroots Workshop (in Slovenia), the EURO 2016 national team workshop (Geneva), a Study Group Scheme session on elite women’s football (Netherlands), an edition of the Certificate in Football Management (Azerbaijan) and Centre of Refereeing Excellence (CORE) courses (Nyon).

Furthermore, experts from both UEFA and its pool of external specialists were sent to assist confederations and their individual member associations in their ambitions to further develop various areas of football and its management.

By way of example, activities with the Asian Football Confederation (AFC) were manifold: UEFA experts participated in the confederation’s coach education and grassroots conferences and supported stadium and security development in Malaysia, the United Arab Emirates and Iran; technical experts undertook women’s football development and coach education assignments in China, Singapore and Malaysia; marketing support was given to the W-League in Australia and clubs in Saudi Arabia; and grassroots promotion, marketing and development expertise was shared in Oman and Vietnam. Meanwhile, two AFC national team competition staff were seconded to EURO 2016 to participate in UEFA’s competition-related, operations and marketing activities at the tournament.

At the end of 2016, most of UEFA’s memorandums of understanding with other confederations were due to expire, giving UEFA the opportunity to plan future strategies in collaboration with its continental counterparts.

Under the auspices of the European Commission, work within the social dialogue committee for professional football – comprising UEFA, the European Professional Football Leagues (EPFL), the European Club Association (ECA) and players’ union FIFPro Europe – towards the full implementation of the minimum

requirements for standard player contracts continued, and progress was noted by all the stakeholders involved. Intermediaries (formerly known as players’ agents) are now being discussed within a social dialogue working group following a proposal from the ECA.

Meanwhile, the complaint lodged jointly by UEFA and FIFPro questioning the legality of third-party ownership (TPO) was reviewed by the European Commission.
Corporate governance and compliance

Compliance is now considered one of UEFA’s daily activities, reinforced through guidelines, the respect of internal rules and/or external standards, and education and controls. Governance and compliance discipline was reinforced in the review period with the backing of management, which provided appropriate momentum and timely support. Corporate project governance is in place, as well as close supervision of key initiatives at corporate level, such as data privacy and master data management. Three governance and compliance audit sessions, covering more than ten units in total, were successfully completed and delivered positive and constructive assessments.

The results of the second risk management evaluation were consolidated, leading to a decrease in medium/high risks and an increase in low risks, which shows that the initiative is adding value. UEFA’s culture now includes a clear wish to strive for continuous improvement in governance practices. Key measures taken and prompt actions initiated when needed mean that UEFA is deriving worthwhile benefits.

UEFA’s values include respect of rules and keeping high-quality standards, while compliance with defined policies means that its image and reputation are protected. Due diligence processes are in place to implement a compliance culture across UEFA – in particular, maintaining a culture in which UEFA employees know what is expected of them. UEFA is clearly reaping the benefits of the principles put in place for its daily business, in terms of results, as well as increasing awareness across the organisation.
Club licensing and financial fair play

Club licensing and financial fair play activities reached a historic landmark during the review period with the publication of Club Licensing: 10 Years On, which gives an overview of the evolution and achievements of club licensing and financial fair play across Europe since the system was introduced. The retrospective flavour continued with the publication in spring 2016 of the 2013-15 Compliance and Investigation Activity Report – an extensive and transparent review of the licensing system and financial fair play process over the last two seasons.

The new UEFA Club Licensing and Financial Fair Play Regulations, which had come into force in June 2015, were a major focal point of the team’s work. The new regulations were highlighted at the annual UEFA club licensing and financial fair play workshop in Dubrovnik, Croatia, in September 2015, and its new provisions were explained at meetings of the European Club Association (ECA), as well as at other key events.

The Club Financial Control Body (CFCB) welcomed a new chief investigator, former Belgian prime minister Yves Leterme. The body assessed the overdue payables and break-even situation of all 236 clubs taking part in the 2015/16 UEFA competitions, and some clubs were invited to discuss their situation, resulting in several sanctions. Club compliance audits were performed in several countries, break-even compliance visits were conducted under the instruction of the CFCB investigatory chamber, and numerous bilateral meetings were held with clubs and national associations at which UEFA offered advice and guidance.

The strict application of the financial fair play rules by the CFCB, added to the body’s constructive approach in guiding the clubs, has brought significant results which show that financial fair play is working. Combined club losses decreased for the fourth consecutive year, and now stand at just over €320m, compared with €1.7bn in 2011. Other evidence demonstrating the strong effect of financial fair play was noted, with a decline in overdue payables from €57m in 2011 to just over €5m as of 30 June 2016 (a decrease of nearly 92%), and the reduction of disputed and deferred payments to players (down almost 72% and 37% respectively between June 2014 and June 2016).

The club licensing process for 2016/17 concluded with the submission of 54 licensors’ decisions from UEFA’s member associations. A total of 472 top-division clubs were granted a licence, with 86 others not receiving a licence. Support was given to UEFA’s newest member, Kosovo, to help with the implementation of a club licensing system which would enable the association to grant the necessary licences for UEFA club competition participation in 2017/18. Meanwhile, the financial statements of over 700 top-division clubs were analysed to gather data on the latest trends and financial situation of top-flight clubs throughout Europe.

Sports integrity

UEFA reinforced its recent initiatives aimed at combatting match-fixing in football, with the comprehensive EURO 2016 integrity programme proving particularly fruitful. The programme included education, monitoring and cooperation with key stakeholders.

The 24 squads and 18 referee teams at EURO 2016 received a match-fixing presentation before the tournament, and the e-learning programme for 6,500 volunteers in France included a match-fixing module. A working group of important stakeholders helped UEFA prepare for all eventualities, and the EURO programme’s outcome was positive, with no integrity concerns reported.

In October 2015, the UEFA match-fixing working group held its latest meeting in Porto, and strengthened its call for criminal provisions against sporting fraud to be included in pan-European legislation. Meanwhile, UEFA’s betting fraud detection system continues to monitor betting patterns across Europe, the UEFA Integrity Platform enables individuals to communicate information to UEFA concerning match-fixing, and education sessions are held at UEFA’s official tournaments and development competitions across Europe. An e-learning tool on match-fixing is also fully operational for youth players taking part in the final tournaments of UEFA competitions.
The UEFA football and social responsibility programme is aimed at strengthening the health and integrity of both football and society as a whole, and the core pillar of Respect is integral to this.

The theme comprises several strands – respect for opponents, opposing fans, referees and the game itself. The Respect strategy also embraces the promotion of diversity, peace and reconciliation, football for all abilities, health, respect for the environment and the No to Racism campaign against all forms of discrimination and violence. UEFA has consolidated its Respect values in conjunction with partners, making use of the highest available competition platforms to increase awareness and raise the profile of this key message.

A dedicated No to Racism campaign took place during the Fare Action Weeks in October 2015, in support of the Fare theme ‘We are all Football People’. An integrated campaign, supported by players, clubs and national associations, was profiled at 40 matches across UEFA’s club competitions, as well as at 54 European Qualifiers, promoting a European football free of racism, intolerance and xenophobia. No to Racism videos were produced for UEFA’s member associations, for use by clubs in UEFA competitions, as well as for transmitting the message via UEFA’s digital platforms.

A specific campaign under the Respect banner enjoyed success at EURO 2016. #CelebrateFootball promoted five key areas of Respect: diversity, fan culture, health, environment and stadium access for all, and called upon fans to celebrate football and respect its many values. The campaign was backed by EURO music ambassador David Guetta, UEFA’s chief refereeing officer Pierluigi Collina and France international Blaise Matuidi, who all appeared in a TV spot that received major exposure. An extensive online campaign also urged fans to share their universal passion for football, and the results were outstanding, with UEFA producing a second video at the end of the tournament to thank fans for their conduct.

In addition, a tobacco-free policy was implemented for EURO 2016. All ten stadiums hosting matches in France were tobacco-free zones, inside and outside. Volunteers and stewards were trained to ensure that spectators were made aware of the policy and the need to comply with it at all times.
SOCIAL RESPONSIBILITY AND SUSTAINABILITY

UEFA’s football and social responsibility programme encompassed a wide range of projects and contributions throughout 2015/16, emphasising the organisation’s strong desire to make a telling contribution to society. UEFA’s current five-year football and social responsibility cycle, which runs from 2012 to 2017, is having a profound and positive impact.

For the third successive year, UEFA issued a social responsibility report highlighting the various projects and activities during the 2014/15 season. The first two reports had been positively received by member associations and FSR partners, whose feedback emphasised that the reports help give their work added credibility.

The football and social responsibility team worked with the Centre for Access to Football in Europe (CAFE) to promote Total Access, Total Football, aimed at continually improving access to stadiums for people with disabilities. CAFE’s second conference under this banner, held in Paris in February 2016, enhanced the dialogue surrounding access to football for disabled people. Meanwhile, Respect Access for All at EURO 2016 promoted accessibility through infrastructure and services. Highlights were the French audio-descriptive commentary service for partially sighted and blind people, and improved stadium accessibility for people using wheelchairs. Volunteers were specifically trained to guide, support and respond to inquiries from disabled fans.

Football for All Abilities is an essential motto within UEFA’s FSR work, and partners were given high-profile platforms. Consequently, blind football, Special Olympics, amputee football and activities promoting social inclusion were all on show at the 2016 Champions Festival ahead of the final in Milan. The link between major competitions and FSR came to the fore in March 2016, when Juventus star Paul Pogba, voted onto the 2015 UEFA.com users’ Team of the Year, presented a €100,000 cheque to the International Committee of the Red Cross (ICRC) in support of its campaign on behalf of landmine victims in Afghanistan. Other stars supported UEFA’s FSR drive, including Robert Lewandowski, Eden Hazard, Andriy Yarmolenko, Marco Reus and Olivier Giroud, who joined UEFA in supporting the WWF Earth Hour campaign to highlight environmental issues, including climate change.

In partnership with the Fare network, UEFA continued to monitor matches for any form of racism and discrimination. In addition, in a 30-second TV clip which was widely broadcast, players conveyed a strong No to Racism message.

UEFA’s FSR team has been heavily involved in work inspiring UEFA’s national associations to invest in social responsibility and its many facets, which was the focus of a two-day workshop in Nyon in February, funded by UEFA’s HatTrick programme and attended by association representatives.

Promotion of healthy lifestyles by UEFA included support for the World Heart Federation’s World Heart Day in September 2015, while a no-smoking policy was in force at the venues for the UEFA Champions League, UEFA Europa League and UEFA Women’s Champions League finals, as well as at all 51 EURO 2016 matches in France. The objective was to protect fans and staff from the dangers of ‘second-hand smoke’, and set a good example to young people.

EURO 2016’s approach to social responsibility and sustainability earned the tournament ISO 20121 certification for operations in France. Both UEFA and EURO 2016 SAS implemented an innovative sustainability strategy building on achievements at the 2008 and 2012 finals. Spectators and UEFA officials were encouraged to use public transport to stadiums, and were provided with an ‘eco-calculator’ to assess the impact of their travel in terms of CO₂ emissions. New initiatives included carpooling and taxi-sharing options to optimise mobility. The waste management onus was on reducing the amount of waste, reusing materials and recycling. The Foot For Food initiative saw food surpluses redistributed through the Banques Alimentaires network at the ten EURO 2016 venues in France and at the international broadcast centre (IBC) in Paris. Energy and water consumption were optimised, and renewable energy solutions were promoted.

UEFA’s overall EURO sustainability strategy aimed to leave a positive long-term legacy, not only for France and its host cities, but also for UEFA itself. The knowledge gained is to be extended to other European competitions and shared with UEFA’s member associations.
UEFA FOUNDATION FOR CHILDREN

The UEFA Foundation for Children – launched in April 2015 to use football’s social force in helping children and defending their rights – hit the ground running in its first full year of operation.

No fewer than 51 projects were launched in 44 countries, of which 20 were in Europe, destined to create positive experiences for children and youngsters, and underlining UEFA’s wish to play an active role in society.

Some 500,000 children and young adults have benefited from the foundation’s support since its launch, and 20 tonnes of material have been sent by the foundation to support projects in aid of children.

The foundation consolidated its project at the Za’atari refugee camp in Jordan to help children displaced by the conflict in Syria, and took a full role in the Just Play project in the Pacific region that seeks to encourage physical activity among 6 to 12-year-olds. The foundation is also giving financial assistance to projects using football to strengthen social cohesion and encourage reconciliation and peaceful coexistence.

A series of initiatives were planned to help child migrants in Europe and beyond following a €2m UEFA Executive Committee donation to the foundation in September 2015, and support was forthcoming for urgent humanitarian projects led by Terre des Hommes (TdH) to assist unaccompanied children and families with children under five years of age in FYR Macedonia and Greece. In addition, a project began with the aim of using football to support refugees and displaced people in Ukraine, in cooperation with the Football Federation of Ukraine.

Projects then kicked off in 13 different European countries in June 2016, organised in cooperation with 19 different associations. A total of 30,176 direct beneficiaries were soon involved, 65% of them refugees and 35% teachers, coaches and social actors.

UEFA competitions provided an important platform. The 2015 UEFA Super Cup match in Tbilisi, Georgia, saw 1,000 disadvantaged children from eight neighbouring countries join FC Barcelona and Sevilla FC players and the match officials in forming a human chain for peace. Children from disadvantaged backgrounds escorted the teams onto the pitch for the UEFA Europa League semi-finals and final. The 20,000 Children’s Smiles project at EURO 2016 gave 20,000 underprivileged youngsters the chance to attend matches, and backing was given to the streetfootballworld Festival16 in Lyon, featuring 500 youngsters from disadvantaged communities worldwide. In total, thanks to the foundation, 21,680 children attended UEFA matches, including finals.

The foundation gained numerous plaudits for its work in its first year, earning the body its first honour – the Foundation of the Year prize at the 2015 Peace and Sport Awards in Monte Carlo.
Communications

Change and innovation marked the 2015/16 communications year, with new structures and strategies that will serve to strengthen UEFA’s efforts to promote, protect and develop football. The importance of corporate communications and brand reputation management was reinforced, and project management work was redeveloped to improve and increase coordination with internal and external stakeholders. Among the results have been the new, improved UEFA Direct magazine, a significant rise in followers on UEFA’s social media platforms, a revamped UEFA.com homepage, an improved media and PR strategy, development of the UEFA intranet and an updated editorial plan.

The year was notable for the effort made across the communications team in preparing for and working at EURO 2016. National association workshops took place with the press officers and communications directors of all 24 participating teams – emphasising the necessity for regular workshops or forums with associations and clubs to reinforce good relations and to share and align content. A clear crisis communications strategy was also set up in advance, especially in view of the security situation in France.

On the EURO media front, journalists were kept up to date with all UEFA and tournament news, as well as on team media briefings and other events during the tournament via the special media information system (MIS). Two main press conferences were staged at the Stade de France to top and tail the EURO, and specific media were invited to briefings on topics such as antidoping and refereeing.

Records fell to justify the hard yards put in. UEFA digital platforms attracted some 300 million visits between 1 June and 11 July, with more than 1.5 billion page impressions. The official EURO 2016 app clocked up 10.7 million downloads overall. Facebook, Twitter and Instagram accounts grew by 39%, 112% and 55% respectively over the tournament, with over 3 billion impressions of UEFA-produced content. During the entire review period, UEFA’s digital platforms attracted over 600 million visits, and this success meant that a considerable amount of material was available for UEFA.com and various mobile applications for the 2016/17 campaign.

Corporate communications were strengthened during the review period, with a new strategy featuring campaigns to promote development, education and grassroots around all competitions, while prominent ambassadors were deployed to help convey key messages. A particular highlight came at EURO 2016, where five projects came together under the Respect banner – diversity, health, fan access, fan culture and the environment. In particular, the #CelebrateFootball campaign focusing on the game’s many positive values, and highlighted elsewhere in this report, reached out to the public and media. Impressive corporate communications messaging at EURO featured some 800 pieces of bespoke content on social media channels and UEFA.org.

Moving away from EURO 2016, corporate communications also promoted and delivered the UEFA Champions Gallery for the final in Milan, including a VIP inauguration with the stellar presence of UEFA Champions League winning players. The club finals brought coverage of events focusing on grassroots football and a core UEFA message that football is accessible to everyone. The team was involved with HR in the launch of the UEFA People project and a new careers page on UEFA.org, as well as providing support, material and coverage for a variety of UEFA events and initiatives.

Alongside the organisation of press conferences and regular production of media releases highlighting the broad range of UEFA activities, decisions, agreements and events, the media/PR team issued statements and stories to media, communicated disciplinary decisions and handled crisis communication in key situations. The team also arranged media interviews featuring UEFA officials for selected outlets, and fine-tuned its media monitoring activities. A month-long trial to choose a media analysis service ended with Kantar Media being selected. The media/PR team also communicated the decisions, initiatives and events of the UEFA Foundation for Children in articles and media releases, alongside coverage on the foundation’s own website and social media channels.

In addition to its usual delivery of booklets, manuals, technical reports and brochures, the publications team successfully launched a redesigned UEFA Direct. After consultations with internal and external stakeholders, as well as an editorial audit, UEFA’s official magazine was revamped to reinforce the focus on the diverse nature of European football, and to further highlight UEFA’s mission to nurture the game all over the continent. The number of pages increased more than twofold, from 24 to 52, to further engage the readers and keep them up to date with the work done by UEFA and, in particular, its member associations.
A new project made an encouraging debut – the Media Outreach Programme, which aims to develop common communications strategies with national associations, through a series of workshops in various regions to share communications content and resources, empower the local correspondents and encourage proactive media relations policies. A successful pilot event took place in Montenegro in April 2016.

The football relations team helped UEFA convey messages across various communication platforms, deploying high-profile ambassadors and highlighting UEFA’s rich heritage through a series of initiatives. In Monaco, at the 2015/16 UEFA Champions League group stage draw, the team organised past players from FC Barcelona to conduct the ceremony in honour of the club winning a ‘badge of honour’ after clinching their fifth European Cup. Arrangements were also made for the UEFA Best Player in Europe nominees.

Every EURO 2016 match was attended by an ambassador, who presented the man of the match award and assisted in promotional activities, while Spain star Xavi Hernández was recruited for the closing ceremony, bringing the trophy he won in 2008 and 2012 onto the pitch ahead of the final.

Key progress was made in internal communications, thanks to the continued success of the Time Out staff meeting, giving UEFA’s staff a broad insight into events and developments within the organisation. The quarterly digital staff magazine proved to be a ‘must-read’ around UEFA’s campus, with its engaging mix of text and photos putting the spotlight on staff members, reviews of social events and reports from the various divisions and units. Finally, a new-look intranet was launched as an additional source of information and news – the new format and usability of the tool giving a fresh dimension to how UEFA keeps its staff in touch with its daily life.

The team secured official ambassadors for the club finals – Paolo Maldini and Javier Zanetti (UEFA Champions League, Milan) and Alex Frei (UEFA Europa League, Basel) – and organised several star turns for UEFA Champions League trophy tour stages in Europe, South-East Asia and Brazil. Other ambassadors supported activities around the UEFA Champions League final in Milan, and numerous stars – including prominent women’s players for the first time – participated in the Ultimate Champions match on the eve of the final. Milan great Franco Baresi and Inter legend Javier Zanetti also graced the final’s opening ceremony.

Key progress was made in internal communications, thanks to the continued success of the Time Out staff meeting, giving UEFA’s staff a broad insight into events and developments within the organisation. The quarterly digital staff magazine proved to be a ‘must-read’ around UEFA’s campus, with its engaging mix of text and photos putting the spotlight on staff members, reviews of social events and reports from the various divisions and units. Finally, a new-look intranet was launched as an additional source of information and news – the new format and usability of the tool giving a fresh dimension to how UEFA keeps its staff in touch with its daily life.
LEGAL AND FINANCIAL ISSUES

Legal

Legal support was provided in a variety of areas in 2015/16, with EURO 2016 and FIFA matters dominating the daily business, but both presenting a positive outlook as the period drew to a close.

For EURO 2016, taxation, visa and customs procedures, and regulations on online betting and alcohol advertising kept the team occupied throughout, but the necessary agreements were reached and successfully implemented. The EURO 2016 commercial programme was also successfully delivered, protected and enforced, the Control, Ethics and Disciplinary Body met each day to assess disciplinary incidents and the integrity team was happy to report no match-fixing concerns at any of the 51 matches.

Looking further ahead, the legal team was heavily involved in preparations for national team football in the 2018–22 period and the 2018–21 club competitions cycle, not to mention the strategic plan for EURO 2020. The club competitions agenda also included extensive agreements and guarantees for the 2016 finals, the 2016/17 admissions process, and 2015–18 sponsorship and media sales.

On the FIFA front, the creation of the FIFA Reform Committee enabled the legal director and the general secretary to help shape the new FIFA Statutes and the reform proposals passed by the FIFA Congress in February 2016. UEFA also provided input into FIFA’s electoral and governance regulations, while managing amendments to the UEFA Statutes and Organisational Regulations.

Meanwhile, extensive support was provided to current and prospective UEFA member associations, in particular the Hellenic Football Federation in the face of government interference, and the Football Federation of Kosovo, which the legal team accompanied throughout its application for membership and beyond. UEFA also assisted in mediating between the football associations of Israel and Palestine and monitored developments in Crimea.

Cases against UEFA’s financial fair play rules and the prohibition of third-party ownership also occupied the legal team throughout the year, as did a complaint filed by FIFPro with the European Commission against the international transfer system and plans for a European digital single market, with the legal division working very closely with various EU counterparts to defend the interests of UEFA and its member associations.

Finance

EURO 2016 was obviously the main revenue driver in 2015/16, passing the €1.9bn mark – a 38% increase on EURO 2012. The new club competitions cycle and the European Qualifiers also contributed to a substantial increase in revenue, 75% of which would be returned directly to football over the coming three years.

As in the previous year, the situation on the financial markets was very difficult, with interest rates continuing their downward trend and the foreign exchange market remaining volatile, although the strength of the dollar against the euro and the weakening of the Swiss franc both worked in UEFA’s favour. While the governing body’s investment strategy remained conservative, its financial assets stayed strong and stood at €2.25bn at the end of June 2016, compared with €1.74bn a year previously.

UEFA’s healthy finances enabled a total of €1.345bn to be distributed to clubs in the 2015/16 Champions League and €411.1m in the 2015/16 Europa League. Other notable outflows included the distribution of €301m to the associations involved in EURO 2016, and €150m put aside for players’ release for the tournament.

Much more detailed information is available in the 2015/16 financial report.
The reporting period heralded an important new departure for the services division with the launch of the UEFA People campaign delivered by the HR unit. The campaign aims to increase awareness of the UEFA as an employer across Europe, and showcases UEFA’s staff, their duties and their experiences in the organisation. Over the next four years, the project will guide UEFA’s recruitment strategies with the aim of engaging staff with the appropriate skills.

A total of 115 people joined UEFA’s staff in 2015, with the large majority taking up positions linked to EURO 2016. Staff were offered various professional opportunities, including the chance to take on a second role and expand their professional experience. Health was on the agenda for World Heart Day in September 2015, when a heart check was offered to employees, and human resources also managed a pre-EURO medical check for all UEFA staff who would be working in France. By June 2016, 574 permanent and fixed-term staff of 37 different nationalities – administrators, assistants, coordinators, lawyers, media and ICT specialists and translators, to name but a few – were employed at UEFA’s administrative campus.

On the ICT front, EURO 2016 presented a major security challenge and was marked by the implementation, in conjunction with EURO 2016 SAS and the French authorities, of a comprehensive cybersecurity system offering what turned out to be effective and successful protection to UEFA’s information systems. In addition, the ICT team delivered all tournament-related mobile apps and mobile games and offered constant support at each of the ten venues. Away from the EURO, a digital photo library was opened to staff, and virtual meeting rooms put into operation. ICT also offered innovation at the Champions Festival in Milan – several giant touch screens enabled visitors to discover information about the festival in interactive form.

Facility management undertook comprehensive maintenance work around the UEFA campus in Nyon. A new conference room was also installed at Colovray Stadium, to be used by the UEFA Centre of Refereeing Excellence (CORE). After a stringent audit, security measures were reinforced for events at UEFA’s headquarters. At EURO 2016, the team was heavily involved in the official EURO dinner, as well as in the final medal ceremony, and key logistical contributions ensured the smooth running of the UEFA Congresses in Zurich and Budapest.

A European body such as UEFA needs an efficient language and translation service, which presents regular statistics to highlight the work undertaken. The volume handled during every quarter of 2015/16 approached or passed the million word mark, the majority of which was handled in-house – including reports, regulations, minutes, publications and other documents. The travel, accommodation and conferences team catered for the requirements of UEFA staff and officials, partners and guests in a review period marked by EURO 2016 – both the tournament and the final draw – the UEFA Futsal EURO and two UEFA Congresses, in addition to club competition finals and other events. Thousands of flights and hotel rooms were booked through UEFA’s dedicated travel office, and judicious forward planning meant that accommodation arrangements had already been put in place at an early stage for 2016/17 events, tournaments and finals.

UEFA’s rich history, which now encompasses more than six decades, is being put into digital form, and the process of digitising UEFA’s historical archives – minutes, reports and documents reaching back to UEFA’s birth in 1954 – made healthy progress. A project to establish an electronic records management system was launched and developed with the ICT team, guidelines were introduced for the use of the UEFA archives by non-UEFA users, and the revision of UEFA’s archive management policy began in collaboration with UEFA’s legal services. With the need for efficient organisation evident in such work, archiving rules were put in place for specific types of document (including documents related to club monitoring, the Club Financial Control Body, admissions to club competitions and club licensing).
A

n exciting and fulfilling year in UEFA marketing activities fea-
tured high-quality performance across a variety of platforms, notably at EURO 2016 and the major club compe-
tition finals.

The EURO sponsorship programme involved ten global sponsors and six national sponsors, and positive
sponsor feedback proved its success – with strong broadcast and digital numbers and on-site delivery amid a
challenging environment in France. Turkish Airlines became the first-ever sponsors in the airline category, and
Hisense were the first sponsors from China. Excellent national promotion programmes, in which key French
partners were major contributors, complemented the global activities.

Around 50 licensees were contracted for EURO 2016. A broad merchandising
network operated across all stadiums and fan zones, with Relay stores and
pop-up stores providing retail outlets within all major transport hubs. A
Panini sticker collection was launched ahead of the tournament, and the
EURO 2016 edition of Pro-Evolution Soccer (PES) was made available to
download for existing PES owners.

A free concert under the iconic Eiffel Tower in Paris – attracting 100,000
fans – was staged on the eve of the tournament. The official song, This
One’s for You, written by UEFA’s official EURO 2016 music ambassador,
David Guetta, caught the imagination worldwide, and special performances
graced both the opening and closing ceremonies. The song was released a
month before the EURO and reached No 1 in 15 countries worldwide, while
garnering 100 million streams through

Spotify worldwide. The song’s official video had over 100 million views on
YouTube soon after the tournament.

A wide range of marketing and related activities took place around European
cup football’s 2016 premium events, the UEFA Champions League and UEFA
Europa League finals. UEFA linked up with sponsorship partners to present
an impressive set of programmes, initiatives and events that gave the
finals in Milan and Basel a unique flavour, and provided fans with plenty
to enjoy. Before the finals, the
Champions League trophy tour visited
Laos, Myanmar, Sao Paolo and South
and North Vietnam, connecting with
fans eager to get close to the iconic
silverware, with trophy displays, photo
opportunities and media activities
featuring prominent ambassadors.

On-site merchandising programmes at
the club competition finals gave the
public the chance to gather a host of
souvenirs. The promotional activities
for the Champions League final
included five short videos about UEFA
Champions League stars, with films on
the fans and players released on UEFA
channels. UEFA and partner-led social
media promotion saw 13 fans win a
front-row seat with Dutch star Edgar
Davids for the UEFA Champions League
final, and 72 UEFA, broadcaster and
sponsor fan winners travelled to Milan
and Basel to watch the respective
finals, before taking part the next day
in fan matches in the same stadiums.

Simultaneously, resources were being
invested in developing the game, with
the successful delivery of a KISS
marketing community workshop in
Istanbul, and continued progress in
the roll-out of the UEFA GROW

programme, which gave marketing
support to over 20 national associa-
tions during the period under review.

The 2015–18 club competition
sponsorship and licensing programme
went into full swing, with workshops
at the Monaco season kick-off events.
New digital initiatives were launched
on mobile and social media, and a plan
was set in motion to restructure the
use of music for UEFA competitions,
with the leading club and national
team competitions to use specific
music, and the UEFA Women’s
Champions League to have a more
bespoke theme inspired by the world-
famous UEFA Champions League
music.

Media rights deals finalised across the
UEFA competitions indicated the good
health of European football’s
broadcast landscape. Media rights
were made available for the UEFA
Youth League’s early stages for the
first time, and digital channels were
used to give added exposure to the
competition. Discussions on club media
rights and social media took place with
experienced UEFA Champions League
clubs as part of preparations for
2016/17. The sales process got under-
way for national team football beyond
EURO 2016, with preparations for the
second cycle of European Qualifiers,
this time for the 2018 FIFA World Cup.
Early contracts were signed for EURO
2020, and this long-term vision was
underlined by the opening of the sales
process for the 2018–22 national team
football period.
**TV production**

The TV production unit’s major focus during the review period was obviously set on EURO 2016, but other activities across the board also kept the team fully occupied during a busy and hectic year. With EURO on the horizon, workshops were completed for broadcast venue engineering, production teams and venue operations, and TV directors conducted site visits in readiness for the tournament. Construction of the international broadcast centre (IBC) and host broadcast venue passed smoothly to ensure that the best possible services would be provided to the global audience for the tournament. The figures provided elsewhere in this report bear impressive witness to the success of the TV production operations in France.

Additional EURO programming was also delivered in the run-up to the tournament, including 12 editions of the magazine show syndicated and produced for broadcasters. Filming of host cities was completed, including a series of helicopter shots to give spectacular aerial views. Earlier in the review period, the climax to the European Qualifiers for EURO 2016 had been handled smoothly, with matchday support in eight territories for the last two group stage matchdays and the play-offs, and the organisation and delivery of live and promotional coverage of the final draw from Paris in December 2015. A new set of European Qualifiers, this time for the 2018 FIFA World Cup, will see UEFA again deliver host broadcasting or host broadcasting support in numerous territories.

In addition to a variety of internal projects and supplying video for UEFA’s digital platforms, coverage and video news releases were put together to assist the communication of significant events, including Executive Committee meetings and the UEFA Congresses in Zurich and Budapest. The game’s stars gave of their time to enhance coverage. For instance, interviews with football legends Christian Karembeu, Eric Abidal, Ruud Gullit, Frank Leboeuf and David Trezeguet were shot and edited for promotional content for various UEFA competitions.

Such an impressive volume of output also included delivery of material for the UEFA Legacy video library, providing an outstanding historical record of matches throughout the European competitions. By way of example, during the period between April and July 2016, over 30,000 clips were delivered and over 1,000 hours of material ingested into the Legacy library.
UEFA EURO 2016

Four years of planning, preparation and implementation; a two-month advance set-up phase; a one-month actual set-up phase; one month of operations and seven days of dismantling and handing back of the stadiums – all broken down into a total of 39 projects, 10 managed by EURO 2016 SAS and 29 by UEFA’s operations division. EURO 2016 was a massive undertaking that required dedication, meticulous planning, and maximum performance on various levels.

The increased field of 24 teams and 51 matches around France brought special logistical responsibilities in specific areas. Firstly, the main actors themselves, the teams: around 500 training sessions had to be managed, including 30 in public, and hundreds of team movements that needed to be secured. From a security point of view, this represented a particular challenge because of the situation in France following the tragic events several months beforehand. Detailed security plans had been put together before the tournament, and an internal match-by-match risk analysis was conducted with the French interior ministry after the final draw in December 2015. A security-related memorandum of understanding was also signed by the French interior ministry and the French Football Federation (FFF). The preparations paid off, and the security challenge was successfully met in terms of logistics and operations.

Daily operations at the tournament were discussed within the tournament operations group, which involved around 20 participants, including all the heads of units concerned, and representatives of the French interior ministry and the FFF, among others. The meetings were organised to allow attendance on-site in Paris and remotely through video conferencing. The tournament operations group also generated over 4 million notifications for spectators sent through the UEFA Fan Guide mobile app, providing updates on weather conditions, public transport and stadium opening times.

The venue operations team, for its part, focused on equipping venue teams with the processes to make on-site operations as smooth as possible, and leadership training was given to venue managers to enable them to get the best from their venue teams. Before the tournament, table-top exercises brought all venue teams together for two days of simulations of specific tournament situations. Around a week before the tournament got under way, on-site simulations were staged at the ten stadiums, serving as operational readiness exercises for venue project managers with their local venue management teams.

Building on careful preparation work, solid project management processes and supportive involvement in all functional areas, the EURO 2016 event organisation received ISO 20121 certification after a thorough series of audits, testifying to the quality and efficiency of the tournament’s sustainable management system.

Enormous interest from fans was evident in the ticket sales procedure, with 11.2 million ticket requests from almost 740,000 applicants. Twenty-five different web-based ticket portals were successfully opened two days after the final draw – one for each of the 24 participating associations, and one for the general public. Users experienced no waiting time, and several multi-target campaigns were activated on social media to promote sales across the countries involved, together with email campaigns to promote both ticketing and corporate hospitality. The last-minute ticket sales from 26 April to the end of the tournament saw 246,791 tickets sold across all matches. Some 2.4 million tickets and vouchers were produced, 426,000 shipments were made, and 437,000 tickets were distributed from ticket collection and voucher exchange points during the tournament.

No praise is too high for the team of 6,500 volunteers in 17 domains who shared in the EURO 2016 experience over 42,597 shifts. The recruitment campaign, carried out in close cooperation with the FFF and the Association Volontaires 2016, was a resounding success, with volunteers providing a devoted, professional ‘service with a smile’. They took part in kick-off events ahead of the EURO to learn about their roles, were given comprehensive instructions in 240 training sessions overall, and received a volunteer guide in the form of a mobile app to ensure that the communication flow and access to information remained at a consistently high level. A total of 22,000 applications were received for the volunteers programme – 73% from France – and two big names from French football, Christian Karembeu and Gaëtane Thiney, served as excellent ambassadors for the programme.

The need to make an impact with a strong introduction to each match was the responsibility of the ceremonies.
team. They delivered a spectacular ten-minute opening ceremony featuring 600 performers and a flight over the Stade de France by the precision aerobatic demonstration team of the French air force. The tournament ended with a seven-minute closing ceremony involving 750 performers, and the cup ceremony to crown Portugal as new European champions. Throughout the tournament, five-minute pre-match ceremonies with 160 local performers sat alongside FANtertainment programmes at each match. More than 7,000 youngsters applied to take part in the ceremonies in the ten host cities.

Turning to accreditation activities, the accreditation team delivered 71,221 personalised and 8,369 standard accreditations. Around 110,000 people were granted access for working purposes from the set-up period until the dismantling phase, and some 12,500 accreditations were issued for the final. Eleven accreditation centres were operated for 71 consecutive days by 45 staff, who were given sterling support by 650 volunteers.

Pre-tournament events managed by the division included the opening dinner in Paris before the opening match. The dinner brought together the European football family, sponsors and partners, the French government and host city officials.

Pitch quality was a top priority, with ten main pitches in the stadiums, as well as 35 pitches for teams and referees. The pitches in the stadiums in Lille, Marseille and Nice had to be replaced by the operators ahead of the tournament, and a further pitch replacement was performed in Lille before the quarter-final there. The goal-line technology introduced for EURO 2016 was implemented with the TV operations team for all 51 matches.

Team services delivered a fully customised, high-level logistics service for the 24 participating teams, while team liaison officers, chosen either with the associations or by UEFA, performed to the required high standard. Another sustainability success at team service level saw all 24 teams supporting UEFA’s carbon offset programme by offsetting the carbon emissions generated by team travel (bus, train and plane).

The transport statistics speak for themselves: 920 Hyundai, Kia and Europcar vehicles, 114 buses, 320 professional car drivers, 130 bus drivers, 479 parking stewards, and 555 volunteers, the latter working mainly as drivers. A total of 11,267 transfers were recorded and 133 official locations served. The workload was high and hectic, given the increase to 24 teams and ten host cities, but the project proved one of the multitudes of EURO 2016 success stories.

Media services and operations ran the media facilities and services for accredited media across the ten stadiums and contributed to services at the international broadcast centre (IBC) in Paris. The high-quality media facilities received excellent feedback from media representatives – in particular the media information system (MIS), which provided a wealth of tournament information, live streams of press conferences, and downloadable video files. In total, 2,716 media representatives were accredited, 18,935 individual bookings were managed, 257 official press conferences were delivered, and more than 2,500 post-match interviews were conducted.

Technical services offered outstanding support, supplying, implementing and successfully operating additional power and back-up systems, fresh and waste water systems and temperature control mainly for hospitality facilities and TV/host broadcasting. Sound systems were fully upgraded at four stadiums, and partially upgraded at the six others. Some 700 additional UEFA TV sets were installed to run multi-channel IPTV inside and outside VIP and hospitality areas, while 73 additional camera platforms, 39 temporary studios, 10 announcer platforms and 1,700 media desks were set up at the ten venues. Sustainability rules led to the collection and disposal of about 570 tonnes of waste.

In line with UEFA’s mission to contribute to sport’s overall development, various sports organisations were also given an invaluable insight into the running of a major tournament.
The venue management team was responsible for the important final set-up phase at the ten EURO 2016 stadiums across France, with between 70 and 85 venue staff deployed on-site at each stadium throughout the tournament. To complete the successful operations, all stadiums were handed back to their owners in accordance with agreed timelines. The administration unit of EURO 2016 SAS performed an ‘admin tour’ after the last matchday at each stadium, to ensure fast and accurate closing of the venues from an administrative point of view.

Statistics from the revenue operations unit show that hospitality programmes were delivered for 59,642 corporate hospitality guests, 32,465 sponsor guests and 17,619 VIP guests. In addition, some 41,500 sandwiches were redistributed to the charity Banque Alimentaire in a significant action underlining UEFA’s responsible approach to sustainability at the tournament.

Based on UEFA’s mission to contribute to sport’s overall development, various sports organisations were also given an invaluable insight into the running of a major tournament. The project coordination team ran observer programmes in Lyon, Paris and Saint-Denis, with the participation of around 180 representatives of various sports bodies, including members of the 2018 and 2022 World Cup local organising committees, as well as Asian Football Confederation (AFC) and Rugby World Cup delegates. A secondment programme involved 23 international participants from sports organisations. They were integrated into EURO 2016 project teams in several roles across tournament venues. A shadowing programme allowed 13 international participants to join venue teams for two matchdays in Bordeaux and Toulouse.
Progress towards the 2016 club competition finals was smooth, with site visits to Milan (UEFA Champions League), Basel (UEFA Europa League), Trondheim (UEFA Super Cup), Reggio Emilia (UEFA Women’s Champions League) and Guadalajara (UEFA Futsal Cup). In particular, the important steps towards the UEFA Champions League final in Milan were gradually defined during site visits centring on stadium facilities, access management, city locations related to the major showpiece occasion, and stadium renovation plans.

The commercial operations unit successfully delivered the entire package required for the Champions League and Europa League finals – coordination of finalist media open days for broadcaster services, the management and implementation of TV unilateral operations and rights delivery to sponsors, and support for various projects, such as VIP services, accreditations and venue management.

In addition to the action on the field, two official dinners marked the major club competition finals in May – at La Scala in Milan and the Pantheon in Basel, and the considerable efforts of UEFA units and the LOCs helped make both occasions, and the matches themselves, resounding successes. These successes were shared by 720 volunteers, in total who made a crucial contribution to the smooth running of operations at both venues.

The 2016 Champions Festival in and around Milan’s Piazza Duomo proved to be a great attraction. A new record of 420,000 visitors was set, in spite of heavy rain on the Sunday ahead of the final, and artists, bands and other performers helped create a festive atmosphere. Additionally, the location of the trophy for fan viewing at the Piazza Duomo proved extremely popular, with the iconic Duomo providing an imposing backdrop.
The impact of city dressing for the Europa League final in Basel was considerable, with flags and a giant trophy on show in the Swiss city. The neutral fan zone was a magnet for fans – attendances topped 7,000 on the day before the final, and over 15,000 on the matchday itself.

Meanwhile, the Women’s Champion League final in Reggio Emilia, Italy, attracted 15,117 spectators, justifying UEFA’s judicious ticket pricing policy, and was notable for 200 guests travelling from Milan by train to watch Olympique Lyonnais take the crown. Intelligent promotion and communication around the event created strong interest in the occasion, especially thanks to the launching of a dedicated final website by the local organising committee.

With the 2016/17 season in mind, a series of Champions League, Europa League and European Qualifiers site visits were completed. In cooperation with colleagues from the competitions division, site visit workshops were held in Nyon for seven clubs (Arsenal FC, Club Atlético de Madrid, FC Barcelona, FC Bayern München, FC Dynamo Kyiv, Real Madrid CF and Sevilla FC).

The logistics operations unit also had forward planning in mind – for the 2016/17 Champions League play-offs, for example, some trucks were already loaded with match material some weeks in advance to ensure that delivery to distant eastern and southern European venues would be on time.

Great local support and interest, as well as sterling volunteer support from UEFA staff, marked the UEFA Youth League finals in Nyon in April, with the final attracting a capacity crowd of 4,000. All four matches at the UEFA Futsal Cup finals in Guadalajara, Spain, were sold out, rewarding successful project management by the events centre and the competitions division, with the help of TV production, media operations, logistics operations, ICT, communications and marketing.

Among the national team competitions, UEFA Futsal EURO 2016 in Serbia was notable for contributing to UEFA’s social responsibility initiatives, with a Za’atari refugee camp exhibition staged at the Arena of Belgrade. Operational organisation of both the final draw and the tournament itself was given widespread praise, and the local organising committee’s active promotion of the finals provided important additional exposure on a variety of levels. Excellent services were offered at the Belgrade venue, which added to the overall positive atmosphere generated by the event.

The devoted operations work put in to prepare final rounds across Europe was rewarded by some remarkable figures. The European Women’s Under-17 Championship final round in Belarus in May 2016 provided a record attendance of 10,200 for the final between Spain and Germany at the Borisov-Arena. Another record was broken at the European Under-17 Championship final round in May 2016, when a remarkable 33,000 spectators watched the opening match between hosts Azerbaijan and Portugal.

Future events already in the planning and preparation stage at the end of the reporting period included the Monaco season kick-off events in late August, the Extraordinary UEFA Congress due to take place in Athens in mid-September 2016, and the unveiling of the visual identity of UEFA EURO 2020 and various host city logos from September onwards.
UEFA’s year has been a challenging one – but European football’s governing body can take considerable satisfaction in having met a delicate situation with courage, calmness and immense professionalism, ensuring as a result that daily work, decisions, strategies, plans, policies and visions would not be affected in a serious way.

Tireless work was done by many people to preserve and promote the essential values that underpin UEFA’s mission. We nurtured and protected football on this continent in all of its myriad facets. UEFA has had to set the best possible example by constantly showing honesty, openness and transparency, and doing its utmost to keep the European football family united and focused in a spirit of genuine solidarity.

We have been deeply committed to maintaining stability and continuity over a period in which UEFA was shaken and saddened by events and decisions, but neither faltered nor lost sight of its objectives.

Looking forward, Aleksander Čeferin would be elected as the seventh UEFA president in September 2016. This was certain to be a pivotal moment, in that the organisation would be turning immediately towards a new tomorrow. Everyone wishes the UEFA president every success as he shapes the future. UEFA remains firm in its fundamental belief that, in all of our actions, the game of football that we all love must always come first.