



Report of the President and Executive Committee Report of the Administration 2016/17

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I. REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE

11 July 2016 – 30 June 2017



Note: The period covered by this report begins on 11 July 2016, following the end of UEFA EURO 2016, which was covered comprehensively in the 2015/16 report of the UEFA President and Executive Committee

SUMMARY

UEFA and its Executive Committee can look back with satisfaction on a year when stability returned to European football's governing body after a delicate and challenging previous period. The Executive Committee took a series of far-sighted decisions that set the course for a fresh new era, while never losing sight of its duty to consolidate UEFA's mission to safeguard European football's overall well-being.

The road forward began in earnest at the 12th Extraordinary UEFA Congress in Athens on 14 September 2016, when Aleksander Čeferin, president of the Football Association of Slovenia since 2011, was elected as UEFA's seventh president by the body's 55 member associations. The new president came into office with a clear vision for the future, which focussed on the further protection, promotion and development of European football, putting the game first and safeguarding its interests. He pledged to work for unity and dialogue within the European football community, reinforcing cooperation with all the game's major stakeholders and empowering the national associations to take on a bigger role in creating programmes and projects. The new era, he said, would be one of "stability, hope, balance and friendship."

Since Aleksander Čeferin's election, the Executive Committee has given him unstinting support in his mission to implement plans and policies that were part of his election manifesto. Endorsement was given to a series of good governance reforms designed to strengthen UEFA in the years to come, which were ratified by Europe's member associations at the 41st Ordinary UEFA Congress in Helsinki in April 2017. The reforms included the introduction of term limits for the

UEFA president and Executive Committee members, the proviso that candidates for election or re-election to the Executive Committee must hold an active office (president, vice-president, general secretary or CEO) in their respective national associations, and the anchoring of good governance and ethics in the UEFA Statutes. This overhaul of UEFA's foundations has been essential in helping the body rebuild its image, restore credibility and bolster the organisation's legitimacy.

During the period under review, several members of the Executive Committee bade farewell after years of outstanding service, and the Helsinki Congress saw six new members elected to the committee. Thanks and appreciation are due to Avraham Luzon (Israel), Giancarlo Abete (Italy), Allan Hansen (Denmark), František Laurinec (Slovakia) and Marios Lefkaritis (Cyprus) for their tireless efforts on behalf of the European game. The newly elected members of the committee are Zbigniew Boniek (Poland), John Delaney (Republic of Ireland), Reinhard Grindel (Germany), Karl-Erik Nilsson (Sweden), Michele Uva (Italy) and Servet Yardımcı (Turkey). At the first Executive Committee meeting in its new composition, in Cardiff in June 2017, it was clear that there would be continuity in change. Underlining the key value of football as a team game, the newcomers and established committee members bonded immediately in their common determination to take decisions that would benefit European football. This mix of fresh, new ideas and wise experience promises to pay handsome dividends.

During the period under review, Theodore Theodoridis was confirmed as UEFA's general secretary in

September 2016 to succeed Gianni Infantino, elected as FIFA president in February of that year. Having worked for UEFA since 2008, in particular as national associations director, Theodore Theodoridis is ideally placed with his vast experience to take a key role in UEFA affairs, foster progress and solidarity, and guide the administration forward.

Given the turbulent events that had marked the 2015/16 period, the Executive Committee was pleased that UEFA was able to move on without any major impact on its overall stability. Having steered through difficult times, UEFA arrived at the end of the current review period in a strong, confident position and moving ahead with efficiency and purpose.

UEFA is more committed than ever to working together with its 55 member associations, reinforcing a relationship that has endured for more than six decades. As part of the strategic visions being put in place for the future, the projects, ideas and proposals put forward by the associations will be essential in designing Europe's football of tomorrow. There is great cause for satisfaction that relations with the national associations remain excellent, and the Executive Committee will continue to show solidarity and back every move aimed at helping them to continue to foster football in their own countries. Dialogue and consultation with European football's other key stakeholders must also be a cornerstone of this future. The clubs, leagues and players are central components of the game and are due the utmost respect. UEFA and the Executive Committee will work hand in hand with them in a constructive, positive manner for the good of football across this continent.



The Executive Committee's work has been a key factor in laying the foundations for a healthy future for UEFA. It has backed the new UEFA president in establishing a blueprint for progress in the coming years. The committee has endorsed a variety of actions across the broad palette of European football in areas such as the fight to eliminate match-fixing, the further development of financial fair play to guarantee European club football's well-being, and ongoing efforts to promote diversity and inclusion, and to eradicate racism, discrimination and intolerance from the sport. The review period has seen

the European political authorities continue to endorse UEFA's policies, measures and objectives as well, and there is no reason to doubt that relations will remain fruitful and mutually supportive.

The Executive Committee is conscious that it has an important contribution to make in guiding UEFA along its future path and leading by example within a football world that sometimes seems to be evolving almost daily. At the Helsinki Congress, the UEFA president insisted that UEFA should not be afraid of facing the future, and must be prepared to meet challenges

head-on, assuming responsibility with courage and conviction and adapting to modern times, with football's well-being at the very heart of every move.

The new era that began in September 2016 is taking shape, and promises a fulfilling period to come. The Executive Committee is looking forward with optimism to the challenge.

COMPETITIONS

National team competitions

Following the resoundingly successful UEFA EURO 2016 final round in France (covered in the 2015/16 annual report), the time arrived to look ahead to forthcoming European national team competitions – in particular, EURO 2020 and the new UEFA Nations League.

Preparations for EURO 2020 continued apace. To celebrate 60 years of the UEFA European Football Championship, EURO 2020 – the second to feature 24 teams – will be a unique tournament staged in cities across Europe. UEFA is getting ready to take EURO 2020 to these cities and countries and seeing football acting as a bridge between nations, while carrying the competition closer to the fans, who are the lifeblood of the game. Between September 2016 and January 2017, each of the 13 selected cities* unveiled their host city logos, all of which feature a single bridge from the city in question – the bridge emphasising the idea of football as a significant link between people and cultures. The UEFA president and Executive Committee members joined national association presidents, government representatives and civic dignitaries at the logo launches to commemorate this important step along the road to 2020.

Before then, a new European national team competition will make its bow in September 2018 – the UEFA Nations League. This competition, the first edition of which will take place through to the spring of 2020 – and give four associations the opportunity to qualify for EURO 2020 – fits into the wish of UEFA and its president to bolster the status of national team

football, a crucial source of national pride and footballing identity. In addition, the national associations are keen for more opportunities to play national team football with more sporting stakes, given the increasing viewpoint that friendly matches do not provide adequate competition. The Executive Committee has every confidence that the Nations League will meet UEFA's aspirations and its member associations' needs.

Preparations for an important event in European women's national team football were finalised during the period under review, as the clock ticked down towards UEFA Women's EURO 2017 in the Netherlands in July/August. Anticipation was high for the first Women's EURO to feature 16 teams, a tournament which was confidently expected to demonstrate the relentless progress of the women's game throughout the continent, while also giving more associations and players the opportunity to perform on this privileged platform.

Before the Women's EURO took centre stage in summer 2017, potential young stars of tomorrow featured at the European Under-21 Championship final round, excellently organised by the Polish Football Federation and involving 12 teams for the first time. Meanwhile, UEFA's youth tournaments remain a crucial element of a young player's career pathway, and the latest events proved this point. The national associations of Georgia (Under-19s), Croatia (Under-17s), Czech Republic (women's Under-17s) and Slovakia (women's Under-19s) were perfect

hosts of the youth final rounds during the review period and can look back with considerable pride not only at their top-class organisation of the tournaments, but also at the quality of the welcome and hospitality that was forthcoming for the teams and young players who took part.

Key decisions taken by the Executive Committee in April 2017 are destined to enhance the growing stature of futsal. From 2022, the UEFA Futsal EURO will be played every four years with 16 teams, instead of every two years with 12 teams. The aim is to provide an enhanced competition structure, featuring a qualifying competition over two years, and prevent calendar clashes with the FIFA Futsal World Cup every four years. In addition, a UEFA Women's Futsal EURO will take place every two years with four teams from 2019, owing to the still limited number of women's national futsal teams throughout Europe. On the youth front, an Under-19 Futsal EURO will be staged every two years with eight teams, also starting in 2019.

* At its meeting on 7 December 2017, the UEFA Executive Committee decided to transfer the matches originally allocated to the city of Brussels to London (Wembley Stadium) due to delays in the Brussels Eurostadium project. As a result of this decision, UEFA EURO 2020 will be played in 12 cities.



Club competitions

UEFA's club competitions remain successful in both commercial and sporting terms. At its meeting in December 2016, the Executive Committee approved the full details of the access list, club coefficient and distribution systems for the club competition cycle from 2018 to 2021. Among the key elements, the new access list will still give the 55 national associations every chance to qualify for the group stages in the UEFA Champions League and Europa League, with all domestic champions knocked out in the Champions League qualifying rounds getting a second bite of the cherry through entry into a specific champions' path in Europa League qualification. The club coefficient will no longer include a 20% contribution of the respective national association coefficient to avoid giving a further advantage to clubs from top-ranked associations, as well as to avoid penalising clubs with good individual performances but a weak association coefficient. The club coefficient used for financial distribution purposes will cover the preceding ten years, and will include bonus points for previous titles, thereby reflecting the longer-term contribution of clubs to the competition's brand and success.

The 32 clubs that took part in the 2016/17 Champions League group stage, and the ten clubs eliminated in the play-offs, shared over €1.396bn in payments from UEFA. More than €423.1m in UEFA payments were shared by the 56 clubs that took part in the Europa League group stage and/or knockout phase. Just over €87m was paid to clubs that took part in the 2016/17 club competition qualifying rounds.

It was also decided that there should

be two separate kick-off times for Champions League matches: 19.00 CET (two matches) and 21.00 CET (six matches), allowing fans a greater opportunity to watch matches.

The 2016/17 Champions League generated total revenue of €2.12bn, while revenue from the same season's Europa League amounted to €367m. The clubs that participated in the two competitions were the chief beneficiaries.

Both competitions also continued to attract huge public interest. Almost 6.8 million fans attended Champions League matches in 2016/17, while nearly 6.3 million spectators went to Europa League matches. Real Madrid's domination of the Champions League continued with the Spanish side defeating Juventus 4-1 in Cardiff – winning the trophy for the third time in four years and the 12th time overall – while another European household name from England, Manchester United, were crowned Europa League winners for the first time after their 2-0 success against Ajax in Stockholm.

During the review period, the Executive Committee approved the general principle of staging the Europa League final in the same week as the Champions League final for the entire 2018–21 cycle, i.e. after the close of the domestic season. As a result, the 2018/19 Europa League final will take place on Wednesday 29 May 2019 and the Champions League final on Saturday 1 June.

A fourth UEFA Women's Champions League title went to Olympique Lyonnais, equalling 1. FFC Frankfurt's record, as women's club football across

Europe continued its massive strides forward, thanks in no small part to the excellent development work being undertaken by Europe's national associations and their clubs in cooperation with UEFA.

The UEFA president also reintroduced the presentation of the Champions League, Europa League and UEFA Women's Champions League trophies on the pitch for the 2017 finals. His reasoning was that the pitch is the stage where the players perform, and he felt it appropriate that their achievements should be celebrated there, while giving the fans a better view of the trophy presentation ceremony.

Monaco continues to stage the events that mark the official kick-off to each UEFA club competition season, and UEFA's annual awards reward men and women players for their excellent performance in the previous campaign. In polls involving selected coaches and journalists, Real Madrid's Cristiano Ronaldo was voted as the 2015/16 UEFA Best Player in Europe, the third time he has won the accolade, and Lyon's Norwegian striker Ada Hegerberg was voted as the 2015/16 UEFA Best Women's Player in Europe. The two awards would have slightly new titles for 2016/17 (UEFA Men's Player of the Year and UEFA Women's Player of the Year), and in June 2017 UEFA announced the introduction of five new players' awards recognising the top performers in UEFA club competitions during the previous season. The first four additional awards would crown the best goalkeeper, defender, midfielder and forward of the 2016/17 Champions League season. Another new award would be given

for the Europa League player of the season.

The decision to stage the UEFA Super Cup across Europe continues to prove its worth. Norway was the latest association to be given the opportunity to host this prestigious game between the previous season's Champions League and Europa League title-winners, with Trondheim selected as the venue. Real Madrid captured their third Super Cup in four seasons, sealing a gripping all-Spanish contest against Sevilla FC, with the only goal of the game coming in the dying moments of extra time.

The potential top players of tomorrow are being given crucial international grounding through participation in the UEFA Youth League. The compe-

tion's new format with 64 teams – a move which has enhanced its appeal even further – enjoyed a successful second season, with the finals in Nyon in April 2017 proving a resounding success as 12,000 fans in total attended the three matches. A new name was added to the Youth League list of honours, Austrians FC Salzburg coming from behind to beat Portugal's SL Benfica by the odd goal in three in the final.

Kazakhstan were the latest hosts of the UEFA Futsal Cup finals, and fans in Almaty turned out in force for a high-calibre tournament. Inter FS clinched their fourth trophy at this level as the Spaniards scored a record seven goals without reply to convincingly overcome Portuguese rivals Sporting Clube de Portugal in the final. As part

of the new futsal strategy approved by the Executive Committee in 2017, the Futsal Cup will become the UEFA Futsal Champions League as from the 2018/19 campaign, giving the competition added prestige, while 2017/18 will see changes to the competition format, to allow the top three associations in the futsal national team rankings to enter a second representative in addition to the domestic titleholders.

The Executive Committee is firmly of the view that the various decisions taken to enhance the European national team and club competitions can only benefit the competitions in question and European football as a whole in the coming years.



Refereeing

Following a successful EURO 2016 in the previous review period, UEFA has continued its drive to raise the standard of European refereeing. In August 2016, 92 male and female referees attended the annual summer gathering in Nyon, while in February 2017, 128 officials travelled to Malaga in Spain for the annual UEFA advanced and introductory courses for experienced referees and newcomers to the international ranks. As usual, the courses served to review past competitions and matches, and look ahead to the future, with fitness tests, video analysis of incidents and decisions, technical and instructional sessions, and discussion and feedback exchanges between referees and the UEFA Referees Committee.

Assistant referees are recognised in their own right for their crucial contribution as part of referee teams, and they attended their own specialist UEFA course in Malaga in April.

In addition to their participation at the summer and winter gatherings, special

attention was given to Europe's leading female referees as they prepared for Women's EURO 2017 in the Netherlands. A pre-tournament workshop in the host country in May 2017 served as perfect preparation for the referees and assistant referees, of which 11 referees, 21 assistants and 2 fourth officials from 21 national associations were selected for the tournament.

In the previous period, goal-line technology (GLT) was introduced by UEFA for EURO 2016 and the 2015/16 Champions League and Europa League finals. The system, which enables additional assistant referees to concentrate on watching for penalty-area incidents and assist referees in decision-making, went on to make its bow in the 2016/17 Champions League season from the play-offs onwards. The Executive Committee took note of a positive feasibility study on the introduction of GLT in the Europa League, and decided the technology would be introduced in this competition at the start of the 2017/18 season.

The Executive Committee welcomes many of the initiatives of football's lawmakers, the International Football Association Board (IFAB), and agreed to the continuation of trials at UEFA final tournaments in summer 2017. These involved a fourth substitution in extra time, an alternate system (ABBA) for the order of kicks taken in penalty shoot-outs, and yellow and red cards for officials in the technical area. Meanwhile, the UEFA Centre of Refereeing Excellence (CORE) in Nyon continues to fulfil its mission to foster promising young male and female referees on their career paths.

The Executive Committee pledges its full backing and resources to the Referees Committee in the work being undertaken to develop European refereeing and produce referees of the highest calibre.



OFF THE FIELD

The Executive Committee discusses and takes decisions on issues that concern the entire breadth of European football. As part of the consultation process, various topics are discussed within the Professional Football Strategy Council (PFSC), a body which comprises the main stakeholders in European football, i.e. UEFA, clubs, professional leagues and players, to work together to find common solutions on major topical issues affecting the game. The council is composed of the UEFA president and four UEFA vice-presidents, and representatives of the European Club Association (ECA), the Association of European Professional Football Leagues (EPFL) and the professional players' union FIFPro Division Europe.

Financial fair play

At the Ordinary UEFA Congress in Helsinki in April 2017, UEFA's president welcomed the remarkable results achieved by UEFA's financial fair play measures since they were introduced in 2009 – noting, in particular, the considerable reductions in club debt which have been realised. It is clear that financial fair play is continuing to have a significant impact on the financial landscape of European club football. The turnaround that has taken place was reflected in UEFA's eighth club licensing benchmarking report, published in January 2017. The report stresses that financial fair play has created a more stable and sustainable financial position for Europe's top-division clubs. Aggregate operating profits are on the rise; aggregate losses have fallen considerably from the peak of €1.7bn to €0.3bn; net debt as a percentage of revenue is going down; football club revenues are increasing; the number of loss-making clubs in Europe is dropping; for the first time on record half of Europe's leagues broke even; and investment

levels in European club football are growing, with clubs investing €1bn in the year on stadiums, training facilities and other long-term assets.

The findings also show that UEFA's role as a financial fair play regulator has had a key impact, curbing a great deal of the excesses that had led many clubs to the financial abyss, and laying the foundations for unprecedented growth, investment and profitability. The UEFA Club Financial Control Body remains a steadfast monitor of club finances, taking appropriate measures wherever necessary.

While welcoming overall developments, the Executive Committee is adamant that there must be no complacency. The financial fair play system should evolve with the times, and further improvements should be envisaged, especially to give vital support to the development of areas such as youth and women's football. Two new members of the Club Financial Control Body's investigatory

chamber, Damien Neven (Belgium), former Chief Economist of the DG Competition at the European Commission; and Rick Parry (England), former chief Executive of Liverpool FC and of the FA Premier League, were appointed by the Executive Committee at its meeting of 15 September.

Financial fair play continues to enjoy the support of the European football community – and, significantly, the European political authorities. The Executive Committee remains optimistic that the system will continue to make its mark in guaranteeing healthy prosperity across Europe's club football in the years to come.

Club licensing

Club licensing continues to act as a force for the good in club football. Support was given to the Kosovan Football Association, who were the latest member association to embrace club licensing, helping to raise standards and improve professionalism in club football. The full implementation of the disability access officer require-

ments also entered into force and UEFA worked with CAFE to help clubs start to implement the requirements. The 14th UEFA Club Licensing and Financial Fair Play Annual Workshop was hosted by the Malta Football Association from 21-23 September with around 160 licensing and financial experts from across Europe

gathering to discuss developments. Participants from sister confederations (AFC, CONCACAF and CONMEBOL) were also in attendance as part of the continued support UEFA is providing in respect of the implementation of club licensing systems outside of Europe.

Intelligence centre

A new unit came into force towards the end of the year with the creation of the UEFA Intelligence Centre. This unit has been tasked with providing high-quality, balanced research to aid

decision-takers and policy-makers. In addition to reviewing the finances of 700 clubs, early analyses covered club ownership, stadium development, player usage and a thorough investi-

gation into financial polarisation and competitive balance within club football.

Integrity

The UEFA president has made the fight to eliminate match-fixing, unregulated betting, corruption and doping from football one of his major priorities, and the Executive Committee fully supports this commitment to ridding the game of a disease that puts its integrity in serious danger.

The Executive Committee endorses a zero-tolerance approach which will see anyone caught committing such offences banned from football. It is equally clear that UEFA and the football community cannot work alone in combatting match-fixing, and support and cooperation from government authorities and police forces across Europe can only be welcomed.

As part of reinforced integrity operations, UEFA has created a new hub within the UEFA administration which focusses on the protection of football, and which includes the disciplinary and ethics, anti-doping and medical and anti-match fixing units.

It was confirmed at the very start of this review period that the EURO 2016

integrity programme, which included education, monitoring and work with major stakeholders, had been a resounding success, with no integrity concerns reported. In addition, a new concept for UEFA's integrity officers, who liaise between football bodies and state law enforcement agencies, announced in summer 2017, will strengthen communication and information sharing throughout Europe.

The Executive Committee was pleased to see continued contacts taking place between UEFA, Europol, national crime and gambling authorities and police forces within the UEFA working group on match-fixing. It also recognises the value of the UEFA betting fraud detection system, which monitors over 30,000 matches across Europe annually. The system is being used as crucial evidence in detecting match-fixing, and is a vital source of assistance to the Court of Arbitration for Sport (CAS) in its decision-making in such cases.

UEFA's education drive on integrity involves presentations to young

footballers to alert them to the dangers of match-fixing. The Executive Committee fully supports efforts to deter young players from becoming embroiled in any such practices.

During the review period, UEFA's anti-doping drive gained even greater momentum, and the Executive Committee fully recognised the need to reiterate the message that doping has no place in football.

In December 2016, the committee approved a new system whereby all test samples collected in the Champions League, Europa League, European Football Championship and Super Cup should be stored for up to ten years. This will enable retesting to be carried out at any time, and especially when a new detection method becomes available. Long-term sample storage means that anti-doping violations may be prosecuted up to ten years after they have been committed. This is intended to have an additional deterrent effect on players and teams.

Following its successful introduction in 2015/16, UEFA continued

implementing the athlete biological passport (ABP) steroids and blood module in its competitions during the 2016/17 campaign to reinforce the detection of steroid use. In addition, UEFA carried on coordinating the testing programme of players taking part in its competitions with European national anti-doping organisations (NADOs), ensuring that UEFA has a full picture of doping tests carried out on players at national and international level. This coordination was extended across Europe by the signing of further agreements between UEFA and NADOs. UEFA is fostering cooperation and partnerships in order to implement intelligent, deterrent and balanced testing programmes to protect clean players and teams.

Education is also a crucial component in UEFA's anti-doping activities, in particular in giving a strong message to young footballers that being caught taking drugs could ruin their

careers at the outset. Consequently, education sessions at UEFA final tournaments are invaluable.

UEFA has earned an outstanding reputation throughout the world for the quality of its anti-doping work. The Executive Committee will continue to promote and support every effort to ensure that UEFA's education and testing programmes stay at the forefront of recognised good practice in all areas of prevention and detection – with the ultimate aim being to protect our sport.

The football medical sector has developed prodigiously alongside the evolution of the modern game, and UEFA continues to keep pace with these developments. For some years now, minimum medical requirements have been implemented at UEFA matches, to ensure that a minimum standard of equipment and medical services are available to deal with serious injuries, and a comprehensive

medical screening process has been in place for players taking part in UEFA's competitions. Meanwhile, the UEFA Elite Club Injury Study has established an excellent reputation as an unrivalled historical archive of data to assist clubs not only in treating, but also in preventing player injuries, and the UEFA Football Doctor Education Programme provides doctors working in football throughout Europe with crucial advice in the treatment of injured players. In addition, UEFA readily promotes research in the medical sector. In summer 2017, for example, it invited research proposals to study the risk of heading the ball among young players in European football – proof of UEFA's determination to protect the health of those that play the game.

Safety and security

Safety and security risks at football matches remain an ongoing challenge for UEFA, national associations, clubs, venue owners and other participants. These risks can relate to stadium construction, violence inside and outside stadiums, the use of pyrotechnics and potential terrorist actions. They are created by, among other things, failure to meet safety standards or comply with national safety laws, negligent safety instructions, insufficient entry or other controls at stadiums, and a lack of staffing.

Safety issues are an ever-present reality at football matches, and the risk of terrorist incidents has become a priority concern in the wake of recent events. UEFA welcomes efforts being made, in particular by the European Union, to strengthen international police cooperation, in an effort to minimise the

safety risks posed to millions of citizens attending matches or who live in cities hosting football matches. It supports integrated cooperation involving, among others, governments, police, security forces, match organisers and the general public, to counter what is a real and dangerous threat.

The UEFA president and Executive Committee encourage all efforts being made to ensure that people can enjoy football events in a safe, secure and welcoming environment. All stadium and safety stakeholders should act fully in accordance with European and national law, and all stadiums hosting major football games must conform to European safety standards. Concerted efforts must be made by football stakeholders, governments, police and public authorities to reduce violence and disorder in and around stadiums –

a phenomenon which is still very present in our game – and make sure that troublemakers are excluded from the game. It also goes without saying that effective security at venues is a crucial necessity in the face of potential despicable and barbaric acts of terrorism.

UEFA's security strategy through to 2019 sees the organisation playing a key role in European football security matters. The strategy also includes constant guidance and assistance for UEFA's member associations to improve the efficiency of work across the continent. The Executive Committee is pleased to see that the assistance offered and funds provided are helping the associations to reinforce their own safety and security infrastructures.

Social responsibility

The objective of UEFA's football and social responsibility programme is to manage the environmental, social and economic impacts of European football, the game having a vital role to play in driving social development and creating long-term benefits for society.

The Executive Committee welcomes UEFA's determination to make continuous progress in its social responsibility and sustainability activities in the fields of diversity, inclusion, environment, health, peace and reconciliation, solidarity and fan dialogue. Long-standing partnerships with several organisations have also given solid foundations to this work.

It is also satisfying to see that cooperation with UEFA's member associations has intensified. In particular, HatTrick funding will enable Europe's national associations to develop social respon-

sibility and sustainability projects until 2019/20. Every assistance will be given to the associations in managing the social, environmental and economic impact of football throughout Europe.

Social responsibility has established itself as a crucial element within UEFA's overall vision, and the body is fulfilling a key responsibility as an international sports federation. UEFA's social responsibility activities are based on five-year strategic partnerships, with the current cycle due to end in 2017. Consequently, UEFA has the opportunity to develop its activities even further in the next cycle, from 2017 to 2021. An independent review of UEFA's current football and social responsibility strategy was commissioned, and extensive consultation with key stakeholders will help shape the future.

The results of the comprehensive EURO 2016 social responsibility and sustainability activities were issued during the period under review. They showed that UEFA's commitment to ensuring that this work had a positive impact and left a lasting legacy in France had been a resounding success. UEFA is determined to build upon the EURO 2016 experience for EURO 2020 and other events. The 2020 tournament will present particular challenges, given that it will take place in so many different host countries. The Executive Committee pledges to give its full support to the drive to make these future events even more socially responsible and sustainable.

The Executive Committee has given constant backing to UEFA's campaign to combat racism and discrimination in football, in a long-standing partnership with the Fare network. This campaign

featured on a high-profile platform in October 2016, during the Fare action weeks – at matches in the Champions League, the Europa League and – for the first time – the Women's Champions League, UEFA, top clubs and players united to put across the message that racism, intolerance and xenophobia have no place in the game, and that football should instead celebrate diversity and inclusion. No tolerance will be shown for racist or other discriminatory conduct, and such behaviour on and off the field continues to be severely punished by the UEFA disciplinary bodies.

UEFA gave further support to a physical rehabilitation programme in Afghanistan run by the International Committee of the Red Cross (ICRC) on behalf of the victims of landmines and other people with disabilities. For the tenth successive year, UEFA donated a €100,000 cheque to the ICRC, demonstrating its firm belief that football has the power to help people rebuild their lives. Meanwhile, UEFA's Football for All Abilities programme promotes social integration through football and aims to increase playing opportunities for all footballers at grassroots level.

At the Champions Festival in Cardiff in May 2017, amputee players, homeless and socially excluded players, refugees, deaf and hard-of-hearing players, and players with cerebral palsy showcased their skills.

Community pitches were presented to the host cities of all three flagship club competition finals – Cardiff (Champions League and Women's Champions League) and Stockholm (Europa League) – and will hopefully inspire youngsters to play football and bring



people together. On the environmental front, UEFA supported the WWF Earth Hour, uniting people to protect the planet and act on climate change. It backed another long-term partner, the Centre for Access to Football in Europe (CAFE), in its campaign urging access and inclusion of disabled people in all facets of football. Promoting a healthy lifestyle, UEFA highlighted the #WorldHeartDay campaign, in cooperation with partners the World Heart Federation and Healthy Stadia, raising awareness of how football can play an important role in keeping a healthy heart and helping people live life to the full. The new 'Respect fair play' reward criteria are now well-esta-

blished, earning winning associations prize money to allocate to fair play or respect-themed projects in their respective countries.

At the 2017 Ordinary UEFA Congress in Helsinki, the UEFA president looked to the future and emphasised the importance of UEFA being a 'social fair play' organisation, showing no tolerance of racism, sexism, homophobia or any other form of discrimination. UEFA would set an example, he said, in standing up for diversity, gender equality and social inclusion, while making football accessible to everyone, wherever and whoever they are, and wherever they come from. The

groundwork was subsequently laid for a new campaign, which would be launched beyond the period under review, in August 2017 – #EqualGame, which would seek, above all, to demonstrate and champion European football's diversity.

Football has an essential role to play as a force for social good, and the Executive Committee is fully behind UEFA's tireless efforts to make use of the game's appeal to benefit society as a whole.

UEFA Foundation for Children

The UEFA Foundation for Children has now been in existence for two years, and has settled into its crucial mission, embodying UEFA's social and humanitarian role to help children and protect their rights. The foundation has launched or is involved in an impressive number of programmes and

initiatives across the world, as it seeks to support the young, especially those in need. Football is a powerful social force and, during its short life so far, the foundation has been instrumental in improving lives and bringing smiles to face along the way. The foundation is already making a difference, and the

Executive Committee is pleased to be able to offer every support to this admirable venture.



Development programmes

The Executive Committee continues to give its unconditional support to UEFA's vision in the field of football development – in line with the organisation's mission to nurture the game's health and foster its constant progress. A crucial feature of this vision involves providing invaluable assistance to the member associations, to enable them to take their own domestic football forward in both sporting and infrastructure terms.

The HatTrick assistance programme has helped to improve the European football landscape. It has enabled UEFA member associations to build new headquarters, new technical training centres and safe, modern stadiums. In addition, cooperation between UEFA, its member associations and local authorities has led to thousands of mini-pitches being installed across Europe, boosting grassroots football and youth development.

HatTrick also guarantees annual solidarity funding to the 55 associations, enabling them to participate in UEFA youth, women's and amateur competitions, thereby giving as many players as possible the chance to shine on a major international stage. The funding – increased to €600m in total for the 2016–20 period – helps associations to cover administrative costs and introduce good governance projects, develop their integrity work, implement UEFA's club licensing system and various UEFA conventions and charters, and finance their grassroots, coaching and refereeing sectors.

HatTrick has emphasised the importance that UEFA gives to various sectors of the game. Funding is given to the UEFA Women's Football

Development Programme, the UEFA Elite Youth Player Development Programme and UEFA's football and social responsibility programme. Education has become a key pillar of the HatTrick portfolio. As a result, national association staff and football stakeholders receive training to help them develop their management skills through a series of UEFA educational initiatives – including the Executive Master in Sport Governance (MESGO), the UEFA Certificate in Football Management, the UEFA Football Law Programme and the UEFA Executive Master for International Players.

UEFA's development work brings national associations together to exchange information, knowledge and best practices. This is particularly the case within the KISS (Knowledge and Information Sharing Scenario) programme. On the technical front, the Study Group Scheme sees associations gather to swap ideas and expertise on women's football, grassroots football and coach education – while student coaches from across Europe come together at UEFA courses to learn together about the numerous facets of the coaching profession. Within these various exchanges, larger national associations give the benefit of their experience and know-how to their smaller counterparts to help them in their further development – again an essential component in the overall drive to improve European football.

The progress of women's football is highly impressive, and the Executive Committee is helping to provide the impetus. Funding for the Women's Football Development Programme has been extended for another four years, until 2020, and UEFA is committed to

working in tandem with its national associations to take women's football forward. The new Together #WePlayStrong campaign, launched in June 2017, aims to change perceptions of women's football and increase the participation of women in football. UEFA will join forces with the associations to help ensure that football is the number one sport for women across Europe by 2020. A key objective of the UEFA president is also to bring more women into senior positions within football, and the UEFA Women in Football Leadership Programme will continue to give women in football personal development training and the skills to prepare them for leadership positions in our sport.

The Executive Committee welcomes the UEFA president's vision to bring former players into UEFA to help football's development, given that they are in a position of authority to talk about the game, having played at the highest levels. In the spring of 2017, UEFA welcomed former German star Nadine Kessler, a winner of major UEFA and FIFA awards during a distinguished career, as a women's football advisor with a special brief to oversee the development of women's football, while Dejan Stanković, a Champions League winner with FC Internazionale Milano who amassed over 100 caps for Serbia, is working for UEFA on dedicated projects and assisting national associations to develop talented young players.

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 the FIFA's new executive body, the FIFA Council, including at least one woman. The UEFA president is an ex officio FIFA vice-president.

UEFA fosters a positive relationship with FIFA, for the good of both organisations and world football, and maintains its commitment to making a firm contribution to building a FIFA based on solid foundations, while helping football to develop across the globe. In all matters relating to FIFA, the UEFA member associations are kept fully briefed by UEFA about all discussions, developments and proposals made to the world body.

In December 2016, the Executive Committee approved a new support programme, called UEFA ASSIST, for the other continental confederations. The programme, which will make use of FIFA's annual financial contribution to UEFA, aims to give support to the other confederations in terms of knowledge-sharing, infrastructure, football tournaments, grassroots development and charity projects, and formalises UEFA's already ongoing support of its fellow confederations.

The relationship between UEFA and Europe's clubs is currently a fruitful one. At the Helsinki Congress, UEFA's member associations approved a proposed reform granting two full member positions on the UEFA Executive Committee to representatives of the European Club

Association (ECA). In addition, in accordance with the terms of the memorandum of understanding renewed by UEFA and the ECA in 2015, a €150m share of EURO 2016 revenue was distributed among a record 659 clubs for their contributions to the tournament in France in recognition of the role played by European clubs in the success of national team football.

During the review period, UEFA established UEFA Club Competitions SA, a UEFA subsidiary. Half of the company's board members are appointed by UEFA and the other half by the ECA. The company's role is to advise and make recommendations to the UEFA Club Competitions Committee on strategic business matters before referral to the Executive Committee for approval.

Relations with other major stakeholders remain constructive and open to further development. UEFA pursues regular dialogue with the players' union FIFPro Division Europe and the professional leagues' body, the EPFL, and firmly believes that important solutions can be found and further progress made on a variety of issues, for the overall benefit of European football.

Meanwhile, after the annual meeting with fan groups in April 2017, the UEFA president urged close cooperation and an open line of communication with fans, whom he described as vital members of the football community who boosted the game with their passion and dedication. In September 2016, the Executive Committee also approved special awards for the football associations of Iceland, Northern Ireland, the Republic of Ireland and Wales for the passionate and uplifting support of their fans at EURO 2016.

It is a cause of great satisfaction to the Executive Committee that the dialogue with the European Union and European political authorities and institutions remains particularly healthy. There is consensus and agreement on many issues, and a common desire to work together for the well-being of our sport. In February 2017, UEFA opened a representative office in Brussels, with the aim of reinforcing existing bonds and building fresh relations with the institutions of the European Union, Council of Europe and national governments. In addition, the Brussels office will act as an information and coordination point for UEFA's 55 member associations on issues such as EU funding programmes and initiatives.

Proof of the common stance that prevails between UEFA and the European institutions was provided during the review period by UEFA's support for the European Parliament 'Resolution on an integrated approach to sport policy: good governance, accessibility and integrity' as a significant step in the right direction for the healthy development of sport in Europe. In turn, the resolution endorsed UEFA's governance model, core values and initiatives, backed the governance reforms proposed by the UEFA president and implemented in summer 2017, and gave support to UEFA's financial fair play measures and campaign to protect football's integrity. Alongside this, UEFA's second Grassroots Week in September 2016 was aligned with the first European Week of Sport, a European Commission initiative which promotes sport and physical activity across Europe.

ORDINARY AND OTHER MEETINGS

The Executive Committee met seven times during the 2016/17 period. This meant that the committee was able to take regular important decisions for the benefit of European football, receive constant updates on key developments, and give its full attention to the wide range of issues that come within its remit.

The Executive Committee stays in close contact with UEFA's member associations by way of UEFA meetings and association events. In turn, the UEFA administration keeps committee members up to date on association matters. Executive Committee members are responsible for following specific associations, and Executive Committee

members also chair UEFA standing committees.

The following list represents a full overview of the items discussed, proposals made and decisions reached at each meeting of the UEFA Executive Committee during the reporting period.

Meeting summaries

25 August 2016, Monaco

- Approval of proposals for the 2018–21 UEFA club competition cycle

15 September 2016, Athens

- Confirmation of Theodore Theodoridis as UEFA general secretary
- Appointment of the NSK Olimpiyski stadium in Kyiv as the venue for the 2017/18 UEFA Champions League final on 26 May 2018; appointment of the Lilleküla stadium in Tallinn to stage the UEFA Super Cup match on 14 August 2018
- Approval of the access list for the 2017/18 UEFA Champions League and UEFA Europa League
- Approval of the final draw procedure for UEFA Women's EURO 2017
- Approval of the regulations of the 2017–19 European Qualifying Competition for the FIFA Women's World Cup and the 2017–19 UEFA European Under-21 Championship
- Approval of proposed amounts for distribution to teams participating in the European Under-21 Championship final tournament in 2017
- Approval of the appointment of Rick Parry (England) and Damien Neven (Belgium) as new members of the Club Financial Control Body investigatory chamber for four-year terms running until June 2020
- Approval of the proposals of a bureau of the UEFA Grassroots Panel for the winners of the 2016 UEFA Grassroots Week Awards
- Approval of a proposal to present special plaques to the national associations of Iceland, Northern Ireland, the Republic of Ireland and Wales in recognition of their supporters' passion, dedication and conduct at EURO 2016

9 December 2016, Nyon

- Approval of the draft UEFA President's and Executive Committee Report and UEFA Administration Report for presentation to the 41st Ordinary UEFA Congress in Helsinki on 5 April 2017
- Appointment of the Stade de Lyon as the venue for the 2017/18 UEFA Europa League final on 16 May 2018
- Approval of the access list, coefficient system, calendar and distribution mechanism for the 2018–21 UEFA club competitions cycle
- Decision to introduce two separate kick-off times for UEFA Champions League matches in the 2018–21 cycle: 19.00 CET (two matches) and 21.00 CET (six matches)
- Agreement to further strengthen UEFA's anti-doping programme by extending sample storage time to ten years
- Approval of the bidding principles for the 2019 UEFA Nations League final four – the hosts to

- be selected from among the four finalists
- Approval of the system to determine the host city pairing for EURO 2020
- Ratification of the bidding concept for UEFA EURO 2024
- Approval of the bidding concept for the 2019 club competition finals
- Appointment of host associations for the final rounds of the following competitions:
 - European Under-21 Championship: Italy 2019
 - European Under-19 Championship: Armenia 2019 and Northern Ireland 2020
 - European Under-17 Championship: Republic of Ireland 2019 and Estonia 2020
 - European Women's Under-19 Championship: Scotland 2019 and Georgia 2020
 - European Women's Under-17 Championship: Bulgaria 2019 and Sweden 2020
 - UEFA Futsal Cup: Almaty, Kazakhstan, 2017
- Recommendation to the 41st Ordinary UEFA Congress in Helsinki on 5 April 2017 that EY Lausanne be appointed as UEFA's external auditors for the 2016/17 financial year
- Approval of the proposed performance-related distribution for the associations taking part in UEFA Women's EURO 2017
- Confirmation of the three winners of the UEFA fair play competition. Belarus (improvement in overall fair play from one season to the next) and Estonia (best spectator behaviour)
- Approval of a proposal that implementation at national level of the Autonomous Agreement regarding the Minimum Requirements for Standard Player Contracts be linked in future to some of the payments made to UEFA member associations for good governance projects
- Approval of the proposed commercial strategy and sales launch for the 2018–21 UEFA club competitions
- Decision to decline a request by the South American confederation, CONMEBOL, for a match between the 2016 Super Cup winners of the two confederations
- Acceptance of a request by the Football Federation of Ukraine for UEFA matches to be held in Kharkiv again
- Approval of the UEFA ASSIST confederations support programme
- Approval of proposed updates to UEFA committee and panel membership
- Noting of the appointment of Giorgio Marchetti as UEFA deputy general secretary

9 February 2017, Nyon

- Approval of the agenda and programme for the 41st Ordinary UEFA Congress in Helsinki on 5 April 2017
- Noting of the list of 13 candidates for election for eight seats on the UEFA Executive Committee at the Helsinki Congress
- Approval of proposed amendments to the UEFA Statutes to be submitted to the Helsinki Congress for approval
- Approval of UEFA's budget proposal for 2017/18 to be presented to the Helsinki Congress for final approval
- Endorsement of good governance reforms proposed by the UEFA president, to be submitted to the Helsinki Congress for adoption (see page 20)
- Approval of the agenda and programme for the Helsinki Congress
- Endorsement of the Finance Committee's approval of a budget of €2m over three years to support the development of football in Crimea
- Approval of UEFA's women's football marketing plan
- Reappointment of UEFA Club Financial Control Body members for the 2016–20 period
- Authorisation for the UEFA president to take a decision in the case concerning a request submitted by the Football Federation of Kosovo to lift the ban on UEFA matches being played in Mitrovica (decision to be made once the UEFA inspection team had completed its work and submitted its report and recommendation)
- Noting of a favourable feasibility study into the implementation of goal-line technology (GLT) in the UEFA Europa League; consequently, the technology would be introduced in this competition at the start of the 2017/18 season

4 April 2017, Helsinki

- Noting of the final list of candidates for the UEFA Executive Committee and FIFA Council elections at the following day's Ordinary UEFA Congress
- Decision to hold an Extraordinary UEFA Congress in Geneva on 20 September 2017 to elect an additional member of the FIFA Council, as well as to ratify the two Executive Committee members elected by the European Club Association (ECA)
- Agreement that the UEFA Congress should be invited to make departing UEFA Executive Committee member Marios Lefkaritis (Cyprus) a UEFA honorary member
- Noting that the 42nd Ordinary UEFA Congress would take place in Bratislava, Slovakia, on 27 February 2018
- Supporting of the UEFA Finance Committee's proposal to make an immediate and unconditional solidarity payment of €1m to each UEFA member association
- Endorsement of the Finance Committee's approval of a request to continue the TEP kit assistance scheme to support smaller associations from 2018 to 2022
- Supporting of the Finance Committee's approval of a budget of €4.6m over two years to support the joint UEFA-EU stadium and security programme
- Approval of the general principle to stage the UEFA Europa League final in the same week as the UEFA Champions League final for the whole 2018–21 cycle, maintaining different venues for the two finals
- Strategic decisions for the development of futsal:
 - Staging of the UEFA Futsal EURO every four years with 16 teams (instead of every two years with 12 teams), starting in 2022
 - Introduction of a UEFA Women's Futsal EURO, to be played every two years with four teams, starting in 2019
 - Introduction of UEFA Under-19 Futsal EURO to be played every two years with eight teams, starting in 2019
 - Amendment of the UEFA Futsal Cup format, starting in 2017/18, to allow the top three associations in the futsal national team coefficient rankings to enter a second representative, in addition to the titleholders
 - Renaming of the UEFA Futsal Cup as the UEFA Futsal Champions League from the 2018/19 season
- Confirmation that the 2019 UEFA European Under-21 Championship final tournament in Italy would be played between 16 and 30 June 2019
- Approval of the regulations of the following competitions: 2017/18 UEFA Champions League, 2017/18 UEFA Europa League, 2017 UEFA Super Cup, 2017/18 UEFA Women's Champions League and 2017/18 UEFA Futsal Cup
- Approval of the proposed European qualification system for the girls' and boys' futsal tournaments at the 2018 Youth Olympic Games
- Noting of the decision of the FIFA Bureau of the Council regarding the allocation of slots for the expanded 48-team 2026 World Cup, for which UEFA had been given 16 direct slots

5 April 2017, Helsinki

(Constitutive meeting following elections at the 41st Ordinary UEFA Congress)

- Election by the committee of the UEFA vice-presidents:
 - First vice-president: Karl-Erik Nilsson (Sweden)
 - Vice-president for club matters: Fernando Gomes (Portugal)
 - Vice-president for FIFA and confederation matters: Ángel María Villar Llona (Spain)
 - Vice-president for national association matters: Grigoriy Surkis (Ukraine)
 - Vice-president for governance matters: Reinhard Grindel (Germany)
- On the proposal of the UEFA president, appointment of David Gill (England) as UEFA treasurer, and Sándor Csányi (Hungary) and Michele Uva (Italy) as members of the Finance Committee
- On the proposal of the UEFA president, appointment of the following UEFA representatives on the board of administration of UEFA Club Competitions SA: Fernando Gomes (Portugal), Michele Uva (Italy), Stewart Regan (Scotland), Martin Kallen (UEFA Events SA chief executive) and Giorgio Marchetti (UEFA deputy general secretary)

1 June 2017, Cardiff

- Approval of the agenda for the 13th Extraordinary UEFA Congress in Geneva on 20 September 2017
- Noting of one candidate for the unfilled seat of European member of the FIFA Council by the deadline of 20 May 2017 – Alexey Sorokin (Russia)
- Approval of the proposed updated composition of the UEFA organs and bodies
- Introduction of comprehensive bid regulations for UEFA finals and final phases
- Appointment of Reinhard Grindel (Germany) as chairman of the five-member UEFA Governance and Compliance Committee; appointment of the committee's two independent members: José Juan Pintó Sala (Spain) and Charles Deguara (Malta)
- Noting of the governance and compliance audit overview for 2016/17
- Appointment of David Gill (England) as chairman of the Compensation Committee, Herbert Hübel (Austria) as the representative of the Governance and Compliance Committee, and José Pintó Sala (Spain) as the independent member
- Approval of the following regulations: 2017 UEFA Disciplinary Regulations, 2017 UEFA Medical Regulations, 2017 UEFA Organisational Regulations, 2017/18 UEFA European Under-17 Championship, 2017/18 UEFA European Women's Under-17 Championship, 2017/18 UEFA European Under-19 Championship, 2017/18 UEFA European Women's Under-19 Championship
- IFAB matters: continuation of the trial of a fourth substitution in extra time, as well as the trial of yellow and red cards for team officials in the technical area at the following final tournaments: UEFA Women's EURO 2017, 2017 UEFA European Under-21 Championship, 2017 UEFA European Under-19 Championship, UEFA European Women's Under-19 Championship; Continuation of the trial of a new order of kicks for penalty shootouts (ABBA system) at the final tournaments: of the European Under-19 Championship, and the European Women's Under-19 Championship in 2017; Approval of amendments to the competition regulations required to carry out these trials
- Approval of the nominations for the 2017 UEFA Grassroots Week Awards:
 - Best Grassroots Leader: Senik Arakelyan (Armenia, gold); Ralf Klohr (Germany, silver); Ana Paula Pinho Almeida (Portugal, bronze)
 - Best Grassroots Project: GiocoCalciando (Italy, gold); Kannusta Mua (Finland, silver); Grandmas for Football (Lithuania, bronze)
 - Best Grassroots Club: St. Oliver Plunkett FC (gold, Northern Ireland); FV Blau-Weiß Gonneseweiler e. V. (Germany, silver); FK Breznica Pljevlja (Montenegro, bronze)
- Granting of a request by the Gibraltar Football Association to be exempted from the requirements of the UEFA Club Licensing and Financial Fair Play Regulations, and to allow Gibraltarian clubs to play UEFA club competition matches in a suitable stadium not within its territory
- Approval of a request by the Scottish Football Association to allow two teams from the Republic of Ireland to compete in the 2017/18 Scottish Challenge Cup
- Noting of a change of date for the 42nd Ordinary UEFA Congress in Bratislava, Slovakia to 26 February 2018
- Acceptance of the proposal that the 43rd Ordinary UEFA Congress be held in Rome on Thursday 7 February 2019

EXTRAORDINARY UEFA CONGRESS IN ATHENS

The 12th Extraordinary UEFA Congress took place at the Grand Resort Lagonissi in Athens, Greece, on 14 September 2016.

Aleksander Čeferin (Slovenia) was elected by 42 votes to 13 to serve until 2019 as UEFA's seventh president. The other candidate was Michael van Praag

(Netherlands). In addition, Evelina Christillin (Italy) was elected by acclamation as UEFA's female member of the FIFA Council.

ORDINARY UEFA CONGRESS IN HELSINKI

The 41st Ordinary UEFA Congress was held at the Fair Centre Messukeskus in the Finnish capital, Helsinki, on 5 April 2017.

The Congress ratified several statutory changes:

- Introduction of term limits for the UEFA president and members of the UEFA Executive Committee, with the possibility to serve for a maximum of three four-year terms
- Introduction of the requirement that candidates for election or re-election to the Executive Committee must hold an active office (president, vice-president, general secretary or CEO) in their respective national association
- Granting of two full member positions on the UEFA Executive Committee to representatives of the European Club Association (ECA)
- Strengthening of the UEFA Governance and Compliance Committee with the additional appointment of two independent members to the current three-man body
- Inclusion of a specific article in the UEFA Statutes to ensure that venues for all UEFA competitions are selected in a fully objective manner through a transparent bidding process
- Inclusion of a specific article in the UEFA Statutes to set ethics and good governance as a statutory objective
- Authorisation for experts from national associations to chair UEFA committees

The Congress approved the annual consolidated statement of accounts for 2015/16, the budget for 2017/18, the 2015/16 Report of the UEFA President and Executive Committee, and the 2015/16 Report of the UEFA Administration. It also ratified the composition of the UEFA Club Financial Control Body.

Honorary membership of UEFA was bestowed upon Marios Lefkaritis (Cyprus) for his distinguished service to European football.

Elections

Elections took place for eight seats on the UEFA Executive Committee for a four-year term until 2021.

The following members were elected or re-elected by an absolute majority:

- Karl-Erik Nilsson (Sweden) – 50 votes (new)
- John Delaney (Republic of Ireland) – 48 votes (new)
- Michele Uva (Italy) – 46 votes (new)
- Zbigniew Boniek (Poland) – 45 votes (new)
- Reinhard Grindel (Germany) – 44 votes (new)
- David Gill (England) – 40 votes
- Michael van Praag (Netherlands) – 36 votes
- Servet Yardımcı (Turkey) – 34 votes (new)
- Elkhan Mammadov (Azerbaijan) – 24 votes
- Kieran O'Connor (Wales) – 11 votes
- Dejan Savićević (Montenegro)

The following candidates were not elected:

- Armand Duka (Albania) – 25 votes

Kairat Boranbayev (Kazakhstan) withdrew his candidature before the elections.

Following the Congress, Karl-Erik Nilsson (Sweden) was named UEFA first vice-president, while Fernando Gomes (Portugal), Reinhard Grindel (Germany), Grigoriy Surkis (Ukraine) and Ángel María Villar Llona (Spain) were appointed as UEFA vice-presidents. David Gill (England) was named UEFA treasurer.

In addition, three European members of the FIFA Council were elected by acclamation for four-year terms until 2021:

- Sándor Csányi (Hungary)
- Costakis Koutsokounnis (Cyprus)

A further European member of the FIFA Council was elected by acclamation for a two-year term until 2019:

- Reinhard Grindel (Germany)

The Congress was informed that an Extraordinary UEFA Congress would take place on 20 September 2017 in Switzerland, notably to elect an additional European member of the FIFA Council. The 42nd Ordinary UEFA Congress would be held in Bratislava, Slovakia, on 26 February 2018.



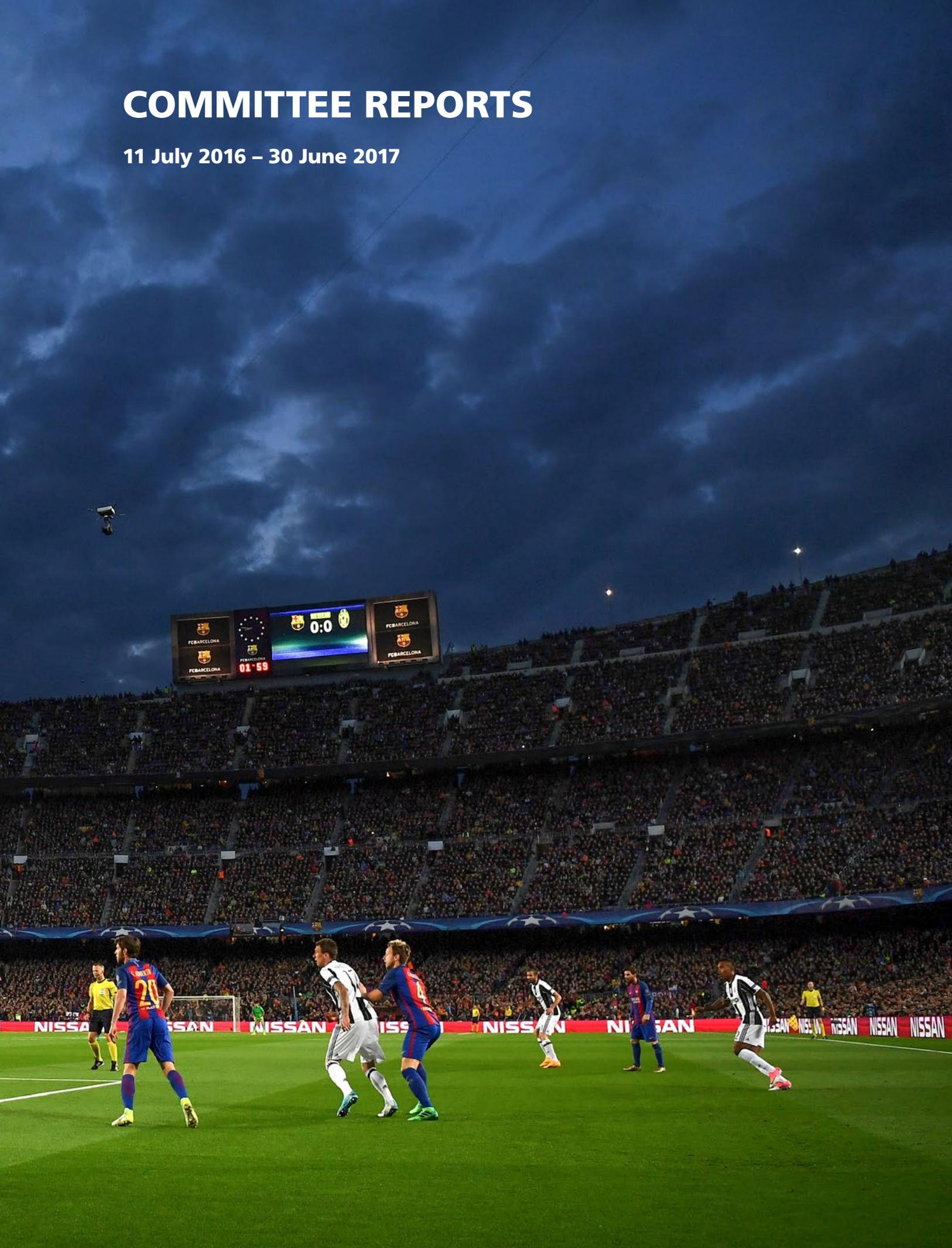
UEFA Executive Committee (April 2017)

President	Aleksander Čeferin (Slovenia), president since 2016	Members Zbigniew Boniek (Poland), elected in 2017 Sándor Csányi (Hungary), 2015 John Delaney (Republic of Ireland), 2017 Peter Gilliéron (Switzerland), 2011 Florence Hardouin (France), 2016 Borislav Mihaylov (Bulgaria), 2011 Davor Šuker (Croatia), 2015 Michele Uva (Italy), 2017 Michael van Praag (Netherlands), 2009 Servet Yardımcı (Turkey), 2017
First Vice-President	Karl-Erik Nilsson (Sweden), vice-president since 2017, Executive Committee member since 2017	
Vice-President	Fernando Gomes (Portugal), vice-president since 2017, Executive Committee member since 2015	
Vice-President	Reinhard Grindel (Germany), vice-president since 2017, Executive Committee member since 2017	
Vice-President	Grigoriy Surkis (Ukraine), vice-president since 2013, Executive Committee member since 2007	
Vice-President	Ángel María Villar Llona (Spain), vice-president since 2000, Executive Committee member since 1992	
UEFA Treasurer	David Gill (England), Executive Committee member since 2013, UEFA treasurer since April 2017	
		European Members of the FIFA Council
		Vice-Presidents Aleksander Čeferin (Slovenia) David Gill (England) Ángel María Villar Llona (Spain)
		Members Evelina Christillin (Italy) Sándor Csányi (Hungary) Reinhard Grindel (Germany) Costakis Koutsokounnis (Cyprus) Dejan Savićević (Montenegro)



COMMITTEE REPORTS

11 July 2016 – 30 June 2017



NATIONAL ASSOCIATIONS COMMITTEE

The National Associations Committee received an update on governance matters within UEFA member associations, in particular with regard to the Football Federation of Kosovo and the situation of the Hellenic Football Federation, including the reasons behind FIFA's decision to set up a normalisation committee in Greece. It was also informed about the application of the Jersey Football Association for UEFA membership and the relevant appeal before the Court of Arbitration for Sport by the Jersey FA against the decision of the UEFA Executive Committee not to put forward its application for UEFA membership to the UEFA Congress. In other business, a presentation was given on the outcomes of the TEP round tables that took place in January/February 2017. Furthermore, the committee was updated on the status of football development in Crimea and was informed about the existence of two separate associations: the Crimea Regional Football Association based in Kherson and directly linked to the Football Federation of Ukraine, and the Crimean Football Union with Special Status based in Simferopol and directly monitored by UEFA. Finally, the committee discussed the importance of the TEP kit assistance scheme, on which many small national associations depend.

Meeting: 10 March 2017



Composition of the committee on 30 June 2017

Chairman	Marios N. Lefkaritis (Cyprus)
Deputy Chairman	Fernando Gomes (Portugal)
1st Vice-Chairman	Armand Duka (Albania)
2nd Vice-Chairman	Andrii Pavelko (Ukraine)
3rd Vice-Chairman	Hugo Quaderer (Liechtenstein)
Members	Kai-Erik Arstad (Norway) Kanysh Aubakirov (Kazakhstan) Greg Clarke (England) Ofer Eini (Israel) Virgar Hvidbro (Faroe Islands) Levan Kobiashvili (Georgia) Slaviša Kokeza (Serbia) Patrick Nelson (Northern Ireland) Charles Robba (Gibraltar) Alexey Sorokin (Russia) Radu Visan (Romania) Servet Yardımcı (Turkey) Dimitar Zisovski (FYR Macedonia)
Co-opted Member	Noël Le Graët (France)

FINANCE COMMITTEE

The Finance Committee held six meetings during the period under review to advise and support the Executive Committee on all financial matters for the benefit of European football.

The committee monitored UEFA's financial performance by regularly comparing the budget with forecasts and actuals. It also conducted a thorough review of the budget for 2017/18, which placed an emphasis on greater investment in football development and support for UEFA's member associations, in particular in relation to youth and futsal tournaments and education programmes. The budget included Women's EURO 2017 and the increase in distributions to the participating associations.

Following discussions with the European Club Association, the Finance Committee approved the new distribution model for the 2018–21 club competition cycle, whereby a fixed cost allocation would no longer be applied and, instead, actual costs would be deducted from gross revenue to determine the distribution base. In addition, Champions League distributions would move to a four-pillar system (equal shares, performance, market pool and a new club coefficient pillar). Another important part of the negotiations with the ECA was the creation of UEFA Club Competitions SA to deal with all club competition business matters.



The committee approved US dollar hedging for the final two seasons of the current cycle, and new non-budgeted projects such as the stadium and security programme, the women's football marketing plan and the necessary renovation of UEFA's restaurant facilities.

The external auditors performed their annual audit of the financial statements and UEFA's internal control system. Their report and recommendations were presented to and discussed by the committee. More information can be found in UEFA's financial report 2016/17.

Meetings: 9 July 2016, 25 August 2016, 23 November 2016, 3 January 2017, 3 April 2017, 2 June 2017

Composition of the committee on 3 April 2017*

Chairman	Marios N. Lefkaritis (Cyprus)
Members	Giancarlo Abete (Italy) David Gill (England) Allan Hansen (Denmark)

*Wolfgang Niersbach (Germany) resigned on 18 December 2016.
* A last meeting was held on 2 June 2017 under the new composition following the 41st Ordinary UEFA Congress and the elections to the UEFA Executive Committee – Chairman: David Gill (England); members: Sándor Csányi (Hungary) and Michele Uva (Italy).*

REFEREES COMMITTEE

The Referees Committee discussed the Referee Convention following a best practices workshop involving Referee Convention specialists from all UEFA member associations. The workshop provided valuable information and ideas to the Referee Convention Panel, which will assist the Referees Committee in reviewing and updating the Referee Convention from 2018.

Four introductory and four consolidation courses were held at Colovray as part of UEFA's long-standing CORE referee education programme, involving 61 refereeing trios representing all 55 UEFA member associations, as well as match officials from Chile, Egypt, India, Kenya, Mauritius, Trinidad & Tobago, the USA and Uzbekistan.

The committee selected and prepared the referee teams for the four annual youth competition final tournaments as well as the Under-21 finals in Poland and Women's EURO 2017 in the Netherlands, both of which required more than 40 match officials in all, putting them on a par with EURO 2008 (the last men's EURO without additional assistant referees).

Tactical match preparation by qualified coaches, as introduced at EURO 2016, was rolled out for referees in the Champions League knockout stages and the Under-21 and Women's EURO tournaments. It was agreed that this successful initiative, which helps match officials to predict passages in play and anticipate situations, would be extended as of 2017/18.

The season ended in a reform of the composition of the Referees Committee and an increase in the number of refereeing officers, from three to five. At its meeting in Cardiff on 2 June, the Executive Committee agreed that the Referees Committee should be composed



exclusively of carefully selected specialists. Consequently, chief refereeing officer Pierluigi Collina was appointed as chairman, with Hugh Dallas as deputy. The two additional refereeing officers appointed to serve alongside Collina, Dallas and Marc Batta were Vladimir Šajn, responsible for education, and Dagmar Damková, responsible for matters relating to female referees.

Meeting: 12 December 2016

Composition of the committee on 30 June 2017

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

NATIONAL TEAM COMPETITIONS COMMITTEE

The main focus of the National Team Competitions Committee was on the implementation of the 2018–22 national team competition cycle.

The calendar constraints caused by the full use of available dates by the Nations League and the European Qualifiers retained the committee’s attention. It was agreed that in this new context it would be necessary to implement additional risk mitigation measures for the draws. In addition, the competition regulations were reinforced with new provisions on the procedure to follow if a match cannot commence or has to be abandoned.

UEFA’s centralisation of the media rights to friendly matches in 2018–22 also required thorough analysis by the committee, which concluded that the national associations concerned should continue to make their own bilateral

agreements, with assistance from UEFA where required. The UEFA administration would supervise and coordinate the process, in order to have all friendly matches falling within the Nations League period confirmed by March 2018.

The committee had two sets of regulations to discuss and review: for the 2018/19 Nations League and the 2018–20 European Football Championship. Particular attention was given to new aspects such as the format of the EURO 2020 play-offs involving teams from the Nations League, which was analysed in depth in order to reach a solid proposal that would cover the countless possible scenarios.

The committee approved the bidding procedure for the June 2019 Nations League finals and confirmed the milestones for EURO 2024 bids.

EURO 2020 was another key topic at each meeting. The concept of host city pairing was approved and some aspects of the match schedule were agreed on, with a view to issuing the final tournament schedule in 2018.

Valid bids to host the Under-21 finals in 2019 were received from the associations of Hungary and Italy. The latter was appointed following Hungary’s withdrawal.

Meetings: 18 November 2016, 28 February 2017, 13 June 2017



Composition of the committee on 30 June 2017

Chairman	Position pending
Deputy Chairman	Sándor Csányi (Hungary)
1st Vice-Chairman	Geir Thorsteinsson (Iceland)
2nd Vice-Chairman	Mahmut Özgener (Turkey)
3rd Vice-Chairman	Position pending
Members	Angelo Chetcuti (Malta) Ludovic Debru (France) John Delaney (Republic of Ireland) Martin Glenn (England) Rotem Kamer (Israel) Alfred Ludwig (Austria) Alan McRae (Scotland) Alex Miescher (Switzerland) Jesper Møller Christensen (Denmark) Maciej Sawicki (Poland) Håkan Sjöstrand (Sweden) Terje Svendsen (Norway) Michele Uva (Italy) Bert van Oostveen (Netherlands) Damir Vrbanić (Croatia)

Wolfgang Niersbach (Germany) resigned on 18 December 2016. Sándor Csányi (Hungary) chaired the committee from 28 February 2017 onwards. The following member left the committee during the reporting period: Bjorn Vassallo (Malta).

CLUB COMPETITIONS COMMITTEE

The men's club competition season started with an exciting all-Spanish Super Cup in Trondheim and culminated with two memorable finals in Stockholm and Cardiff, while the Youth League continued to build on the success of its first three seasons.

The key topics of discussion within the committee related to format developments for the 2018–21 cycle. It was agreed in August 2016 to recommend changes to the access list, the club coefficient calculation system and the revenue distribution system, as well as to establish a new subsidiary, UEFA Club Competitions SA. After the Executive Committee's approval of these proposals, a working group was set up to discuss and analyse various open issues, such as the adaptation of the calendar for the qualifying rounds, the club coefficients used for revenue

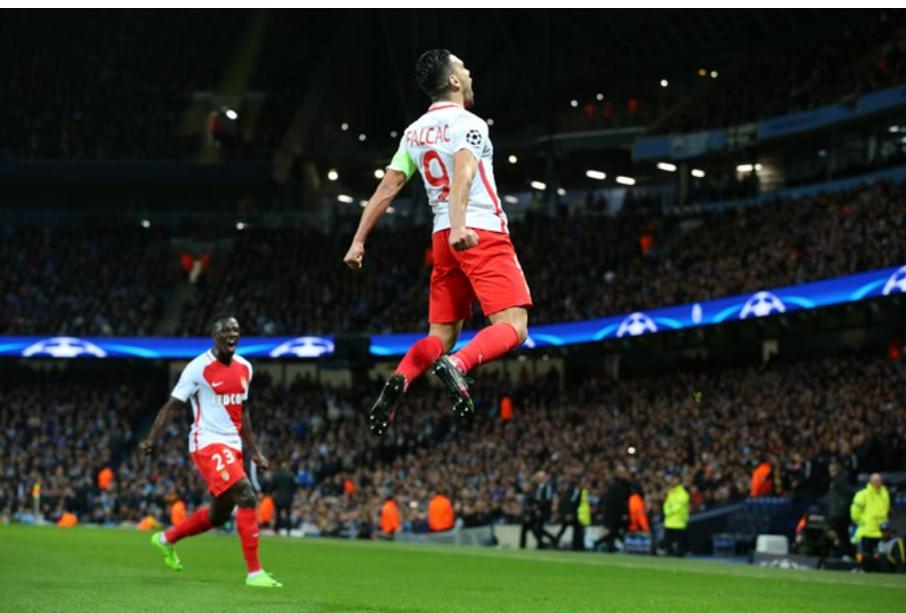
distribution purposes, titleholder vacancy scenarios and the Europa League access list. All points were finalised by the Club Competitions Committee in November and subsequently approved by the Executive Committee. The Club Competitions Committee also fully supported the idea of moving the Europa League final to the Wednesday before the Champions League final, in order to allow all domestic seasons to be completed before both flagship finals.

Another key development was the introduction of a formal bidding procedure for the 2019 club competition finals. The committee fully supported this new approach and monitored the development of the bidding procedure itself and the associated assessment criteria. The committee also discussed and

agreed on changes to the 2017/18 competition regulations, as well as draw procedures and financial matters such as surplus revenue, accounts for the club competition finals and solidarity payments.

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

Meetings: 25 August 2016, 28 November 2016, 3 March 2017, 2 June 2017



Composition of the committee on 30 June 2017

Chairman	Fernando Gomes (Portugal)
Deputy Chairman	David Gill (England)
Deputy Chairman	Michael van Praag (Netherlands)
1st Vice-Chairman	Umberto Gandini (Italy)
2nd Vice-Chairman	Sofoklis Pilavios (Greece)
3rd Vice-Chairman	Andrea Agnelli (Italy)
Members	Nasser Al-Khelaifi (France) Josep Maria Bartomeu (Spain) Peter Fossen (Netherlands) Michael Gerlinger (Germany) Bernhard Heusler (Switzerland) Peter Lawwell (Scotland) Pedro López Jimenez (Spain) Nikola Prentic (Montenegro) Aki Riihilahti (Finland)

The following members left the committee during the reporting period: Joan Gaspart (Spain), Theodore Giannikos (Greece), Karl Hopfner (Germany), Daniel Lorenz (Portugal) and Roger Vanden Stock (Belgium).

YOUTH AND AMATEUR FOOTBALL COMMITTEE

The Youth and Amateur Football Committee reviewed the 2016 youth competition final tournaments and monitored the preparations for 2017 and 2018, as well as the bidding procedure and evaluation report for the selection of hosts for 2019 and 2020.

The committee proposed important changes to the youth competition regulations, which came into force on 1 July 2017. In response to demand from the national associations, one additional rest day was included between matchdays 1 and 2 at all qualifying mini-tournaments and the squad limits for all mini-tournaments and final tournaments was increased from 18 to 20. UEFA's financial contribution to qualifying mini-tournaments received a significant boost and the new system recommended by the committee was extended to other competitions with similar qualifying systems.

The committee also agreed to revise the youth competitions' coefficient calculation system in order to better reflect long-term efforts and achievements at youth level.

With the aim of increasing the value and recognition of the Maurice Burlaz Trophy, the committee considered extending the reference period from two to four years and complementing the award with a separate mark of recognition for the association that makes the most progress over the four years.

Meeting: 8 December 2016



Composition of the committee on 30 June 2017

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

WOMEN'S FOOTBALL COMMITTEE

The Women's Football Committee's main focus was on the preparations for Women's EURO 2017 in the Netherlands and the 2016/17 Women's Champions League season, which culminated in a successful final in Cardiff. The committee also monitored the bidding process for the appointment of the hosts of the Women's Champions League final in 2019.

The committee was presented with reviews and status reports on the 2016, 2017 and 2018 final tournaments of the Women's Under-19 and Under-17 Championships, it received declarations of interest in hosting the final tournaments in 2019 and 2020, and recommended an increase in the number of groups in the elite rounds of both youth competitions

to give four more teams in each the opportunity play an additional round of challenging international matches while simultaneously simplifying the qualifying path for the final tournaments.

Discussions on the format options for the Women's EURO 2021 qualifiers were ongoing, with all members supporting the idea of abandoning the preliminary round in favour of a format that would ensure more competitive matches for all participating teams.

The committee received an update on the status of the FIFA international women's match calendar and approved the UEFA women's match calendar for 2017/18.

The committee also kept a close eye on women's football development matters, including the development of female coaches. In this context, it agreed in principle that teams competing in UEFA women's national team competitions should have to have at least one woman on their coaching staff. In addition, an update was received on UEFA's women's football marketing plan and the Together #WePlayStrong participation campaign was launched in connection with the Women's Champions League final in Cardiff.

Meetings: 2 September 2016, 20 January 2017



Composition of the committee on 30 June 2017

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

FUTSAL AND BEACH SOCCER COMMITTEE

Futsal and Beach Soccer Committee proposed a new strategic plan for futsal, involving the launch of new youth and women's European championships in 2019, with a controlled increase in costs, and a 16-team Futsal EURO every four years after the final 12-team edition in 2018. The plan also included a proposal to improve the competitiveness and attractiveness of the Futsal Cup, which will be rebranded as the Futsal Champions League as of 2018/19 and include new paths in the main qualifying round, after 15 seasons under more or less the same format. All these strategic proposals were approved by the Executive Committee in April 2017.

Meanwhile, the committee monitored the 2016/17 Futsal Cup season and the preparations for Futsal EURO 2018 in Slovenia. The launch of futsal development tournaments, designed to prepare teams for qualification for the 2018 Youth Olympics in Buenos Aires, was welcomed and the positive experience seen as confirmation that a UEFA youth futsal competition would boost the development of the game.

The committee received an update on the UEFA Futsal Coaching Manual, which would be made available online to all futsal coaches in six different languages.

Finally, the committee approved the 2017/18 international futsal calendar, with the inclusion of a new window for international women's futsal matches.

Meetings: 29 November 2016, 13 March 2017



Composition of the committee on 30 June 2017

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

HATTRICK COMMITTEE

The fourth cycle of HatTrick programme started on 1 July 2016 and will run until 30 June 2020, making €600m available to the 55 UEFA member associations to support their infrastructure, administration, management, training and education, elite youth football, football and social responsibility, grassroots, women's football and sporting development generally.

Two new types of programme are supported by HatTrick IV: elite youth player development programmes and football and social responsibility programmes. The committee was kept up to date on these and all other HatTrick projects, as well as the support UEFA provided to national

associations and confederations outside Europe, primarily through UEFA ASSIST and a dedicated ICT support programme.

The committee monitored the successful completion of the first editions of the UEFA Football Law Programme and the UEFA Executive Master for International Players and the continued success of the UEFA Certificate in Football Management (CFM), of which eight national editions were held in 2016/17. It was agreed that these programmes would be supplemented by a new UEFA Diploma in Football Management, adding another layer to the education provided by UEFA, focusing on the

soft skills required by national associations' managerial staff who have previously completed the UEFA CFM.

The committee also closely followed the fourth edition of the Executive Master in Sport Governance (MESGO), the targeted, tailor-made support provided through UEFA GROW, and the work done to develop the women's game in particular, through the Women's Football Development Programme.

Meetings: 28 July 2016 (bureau), 13 September 2016 (bureau), 18 November 2016 (plenary), 27 January 2017 (bureau), 14 March 2017 (plenary)



Composition of the committee on 30 June 2017

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	Eamon Breen (Republic of Ireland) Mette Christiansen (Norway) Edvinas Eimontas (Lithuania) Peter Frymuth (Germany) Sylvain Grimault (France) Neil Jardine (Northern Ireland) Michail Kassabov (Bulgaria) Jozef Kliment (Slovakia) Miroslaw Malinowski (Poland) Filip Popovski (FYR Macedonia) Sergei Safaryan (Belarus) Amirzhan Tussupbekov (Kazakhstan) Andreu Subies I Forcada (Spain) Márton Vági (Hungary) Kurt Zuppinger (Switzerland)
Observer	Cengiz Zulfikaroglu (Turkey)
Special Advisor	Marios N. Lefkaritis (Cyprus) UEFA Executive Committee

The following members left the committee during the reporting period: Azamat Aitkhozhin (Kazakhstan), Vicente Muñoz Castillo (Spain) and Sarah O'Shea (Republic of Ireland).

DEVELOPMENT AND TECHNICAL ASSISTANCE COMMITTEE

With regard to the Coaching Convention, the committee received an update on reality-based learning and how UEFA is helping its member associations to implement this effectively in their coach education programmes. The committee also agreed that each association has a duty to offer qualified coaches ample opportunities to enhance their skills through comprehensive further education programmes and supported the compilation of a portfolio of best practices and recommendations on how to deliver effective continuous professional development.

The committee approved UEFA Elite Youth A diploma courses in Denmark and Malta and granted provisional approval for the first UEFA Pro diploma course in Georgia, on condition that the association included the UEFA Pro licence in its national club licensing system.

In relation to the Grassroots Charter, data collection was noted as a challenge but one that needed to be addressed in order for the associations to be able to design appropriate development strategies. The committee supported a proposal for earmarked UEFA funding to be used for this purpose. It also welcomed the launch of a football in schools project, with six associations involved in the pilot phase.

Finally, an update was received on the successful UEFA Conference for National Team Coaches and Technical Directors that took place in Paris after EURO 2016. The feedback on the new one-day format was positive, as confirmed by the committee members who attended the event.

Meetings: 1 December 2016



Composition of the committee on 30 June 2017

Chairman	Giancarlo Abete (Italy)
Deputy Chairwoman	Karen Espelund (Norway)
1st Vice-Chairman	Paul Phillip (Luxembourg)
2nd Vice-Chairman	Janis Mežeckis (Latvia)
3rd Vice-Chairman	Nikolai Tolstykh (Russia)
Members	Dan Ashworth (England) Dušan Bajević (Bosnia-Herzegovina) Karol Belaník (Slovakia) Bent Clausen (Denmark) Ion Geolgau (Romania) Mario Gjurcinovski (FYR Macedonia) Ronen Herscho (Israel) Romeo Jozak (Croatia) Emil Kostadinov (Bulgaria) Stefan Majewski (Poland) Lars Richt (Sweden) Dušan Savić (Serbia) Hannu Tihinen (Finland) Chris van Puyvelde (Belgium) Fridin Ziskason (Faroe Islands)

CLUB LICENSING COMMITTEE

The Club Licensing Committee met twice in 2016/17, primarily to review the activities of the club licensing and financial fair play unit and the future development of the Club Licensing and Financial Fair Play Regulations.

It was presented with various studies on topics such as women's football and youth academies in Europe and considered several ways to adapt the club licensing criteria to further the general development of football governance. The committee established a club licensing development working group to identify how best to adapt the regulations to better reflect the current footballing landscape in Europe.

The committee also received updates on club licensing and club monitoring activities, and noted a consistent trend in club licensing decisions. Of the 232 clubs monitored for overdue payables during the 2016/17 season, only six were subject to measures by the investigatory chamber of the Club Financial Control Body or referred to the adjudicatory chamber. Likewise, financial fair play continued to produce positive results, with a sustained decline in deferred and disputed payments by top-division clubs. Deferrals decreased by 37% between 2014 and 2016, while disputes dropped by almost 72%.

Finally, the committee was pleased to note that, following a consultation process, FIFA decided to transform its club licensing from a regulatory instrument into a principles-based system.

Meetings: 4 November 2016, 25 April 2017



Composition of the committee on 30 June 2017

Chairman	David Gill (England)
Deputy Chairman	Michael van Praag (Netherlands)
1st Vice-Chairman	Position pending
2nd Vice-Chairwoman	Ivančica Sudac (Croatia)
3rd Vice-Chairman	Thomas Christensen (Denmark)
Members	Roman Babaev (Russia) Bjarne Berntsen (Norway) Ludvik Georgsson (Iceland) Eduardo Herrera (Spain) Jacques Lagnier (France) Eamon Naughton (Republic of Ireland) Nick Nicolaou (Cyprus) Kieran O'Connor (Wales) Peter Peters (Germany) Nenad Santrač (Serbia) Francesca Sanzone (Italy) Heinrich Schifferle (Switzerland) Johan Timmermans (Belgium) Milan Vojtek (Slovakia) Yuriy Zapisotskiy (Ukraine)

The following members left the committee during the reporting period: Jorge Pérez Arias (Spain) and Aleš Zavrl (Slovenia).

STADIUM AND SECURITY COMMITTEE

Following the Executive Committee’s approval of UEFA’s stadium and security strategy and the introduction of a four-year UEFA member association support programme (2017–21), a budget proposal was approved by the Stadium and Security Committee and the Executive Committee.

The committee took note of the increasing demand from national associations and stakeholders for development, support and training, as well as of the implications of the implementation of the new Council of Europe convention and the commitment to the UEFA-EU Working Programme 2017–19.

The committee endorsed the following activities for 2017–19:

- five stadium and security strategy summits;

- stadium and security expert seminars;
- stewarding (train the trainer) training for member associations;
- masterclasses for member associations (in counterterrorism, pyrotechnics, stadium licensing and certification).

The committee took part in the annual UEFA-EU Stadium and Security Conference. It also received and endorsed the conclusions of an independent research report on health and safety issues relating to the use of pyrotechnics in football stadiums, and approved the proposed multi-agency strategy, which includes working in partnership with Football Supporters Europe.

Finally the committee was updated on the new Council of Europe Convention on an Integrated Approach towards

Safety, Security and Service at Football Matches and Other Sports Events, which 26 states had signed and 3 had ratified by the end of the reporting period. The committee endorsed the joint approach of UEFA, the Council of Europe and the EU Think Tank in supporting member states and UEFA member associations to implement this new convention.

Meetings: 2 December 2016, 18 May 2017



Composition of the committee on 30 June 2017

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) Yuri Barbash (Ukraine) Donel Conway (Republic of Ireland) Jean-François Crucke (Belgium) Zoran Cvrk (Croatia) Josep Garcia (Andorra) Cécile GrandSimon (France) Adrian Ixari (Moldova) George Koumas (Cyprus) Stephan Schippers (Germany) Giovanni Spitaleri (Italy) Raimondas Statkevicius (Lithuania)

The following member left the committee during the reporting period: Volodymyr Geninson (Ukraine).

MEDICAL COMMITTEE

The Medical Committee supported the UEFA medical administration in the smooth running of various projects during the review period.

The topic of head injuries is currently the focus of major attention in football medicine and UEFA issued a call for research proposals to study the incidence and effects of heading in youth football across Europe. A Medical Committee expert panel was also set up to oversee this project. The Medical Committee recommended publishing concussion guidelines and supported the principle of baseline testing being incorporated into pre-competition medical examinations. Two Medical Committee members and a concussion expert were appointed to draft these guidelines.

UEFA organised a second Football Doctor Education Programme (FDEP)

workshop on emergency medicine, attended by 52 national team doctors in April in Barcelona. UEFA also published the three-volume UEFA Encyclopaedia of Football Medicine, which is based on the content of all three FDEP workshops. The encyclopaedia is available from Amazon and the Thieme medical publisher website.

Jan Ekstrand, former Medical Committee vice-chairman, continues his hard work on the UEFA Elite Club Injury Study (ECIS), to which more than 35 elite clubs now contribute their injury data. New substudies will correlate injury data with physical performance data and coaching styles.

The Medical Committee also supports the continuous development of UEFA's anti-doping programme. By the end of the reporting period collaboration agreements had been signed with 31

national anti-doping organisations (NADOs) and UEFA set to work with European NADOs to implement a comprehensive and deterrent testing programme in UEFA and domestic competitions. This collaboration also enabled the development of athlete biological passports.

Meetings: 29 November 2016, 30 May 2017



Composition of the committee on 30 June 2017

Chairman	Dr Michel D'Hooghe (Belgium)
1st Vice-Chairwoman	Dr Helena Herrero (Spain)
2nd Vice-Chairman	Dr Henrique Jones (Portugal)
3rd Vice-Chairman	Position pending
Members	Dr Zoran Bahtijarević (Croatia) Dr Charlotte Cowie (England) Dr Mete Düren (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)

Prof. Pierre Rochcongar (France) passed away in December 2016.

PLAYERS' STATUS, TRANSFER AND AGENTS AND MATCH AGENTS COMMITTEE

The Players' Status, Transfer and Agents and Match Agents Committee was informed about the latest circular letters issued by FIFA on the status and transfer of players. It was also informed about the leading cases dealt with by the FIFA Players' Status Committee, the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport (CAS), especially on how the 5% solidarity contribution was assessed for clubs involved in the training of players. An update was also given on the CAS award dealing with the new Article 12bis of the FIFA Regulations on the Status and Transfer of Players aimed at ensuring that clubs comply with their financial contractual obligations towards players and other clubs.

The committee was further updated on the current status of the implementation, at national level, of the Autonomous Agreement regarding the Minimum Requirements for Standard Player Contracts, signed by the European football stakeholders in 2012.

Finally, two new legal cases were presented to the committee: the first one challenging under EU competition law the legality of the regulations of the German Football Association implementing the FIFA Regulations on Working with Intermediaries, and the second contesting under EU law the legality of the regulations of the Belgian Football Association implementing a specific variant of the UEFA locally trained player rule.

Meeting: 4 November 2016



Composition of the committee on 30 June 2017

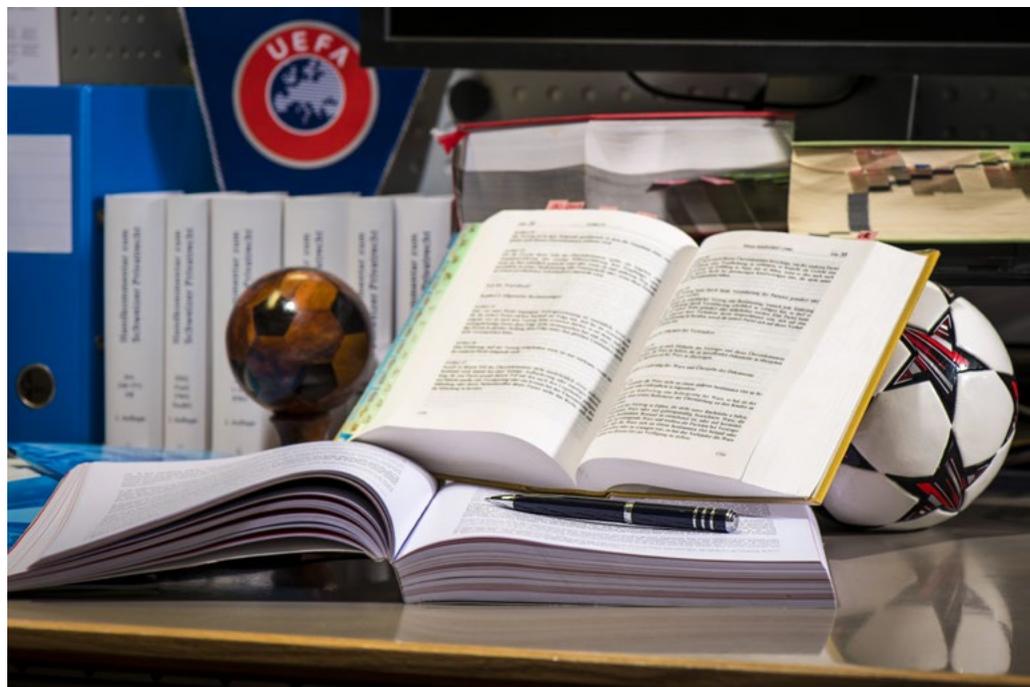
Chairman	František Laurinec (Slovakia)
Deputy Chairman	Ángel María Villar Llona (Spain)
1st Vice-Chairman	Sergey Pryadkin (Russia)
2nd Vice-Chairman	Marco Casagrande (Finland)
3rd Vice-Chairman	Mario Gallavotti (Italy)
Members	Oleksandr Bandurko (Ukraine) Róbert Barczy (Hungary) Sergei Ilyich (Belarus)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

The following members left the committee during the reporting period: Darren Bailey (England) and Thomas Hollerer (Austria).

LEGAL COMMITTEE

The Legal Committee prepared the amendments to the UEFA Statutes which were submitted to the Executive Committee and adopted by the UEFA Congress in Helsinki on 5 April 2017. These statutory amendments were mainly aimed at incorporating into the UEFA Statutes the most important features of the UEFA president's political programme, based on good governance and transparency, as presented in his election manifesto and discussed and agreed on during the Top Executive Programme (TEP) strategy meetings in January/February 2017, i.e. term limits for the UEFA president and Executive Committee members, Executive Committee members to be genuinely "active" in their respective member associations, better balance between the different stakeholders in the composition of the Executive Committee, strengthening of the Governance and Compliance Committee, transparency of bidding procedures for the staging of UEFA competitions, and other governance-related reforms. One further proposed statutory amendment was aimed at amending the rules on UEFA membership in order to take account of the decision rendered by the Court of Arbitration for Sport on 24 January 2017 in the case Football Association of Serbia v. UEFA.

Meeting: 8 February 2017



Composition of the committee on 30 June 2017

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

MARKETING ADVISORY COMMITTEE

The Marketing Advisory Committee was presented with the commercial concept and sales policy for the 2018–21 club competition cycle, which it fully endorsed, and was updated on the 2018–22 national team competition cycle milestones, including the EURO 2020 logo and brand and the first host city logo launches.

On the commercial side, the committee monitored the ongoing sponsorship sales and the centralised collectibles proposal, to ensure that every national association receives revenues from such an arrangement.

An update was provided on the media rights sales for EURO 2020 and the 2018–22 European Qualifiers, and a detailed presentation was given on the marketing strategy for women’s football.

Finally, the committee welcomed the creation and successful implementation of UEFA GROW, and the response to the fourth edition of the KISS Marketing Awards, which attracted a record 85 nominations from 35 national associations.

Meeting: 17 November 2016



Composition of the committee on 30 June 2017

Chairman	Grigoriy Surkis (Ukraine)
Deputy Chairman	Davor Šuker (Croatia)
1st Vice-Chairman	Guntis Indriksons (Latvia)
2nd Vice-Chairman	Ján Kováčik (Slovakia)
3rd Vice-Chairman	Stewart Regan (Scotland)
4th Vice-Chairman	Tiago Craveiro (Portugal)
Members	Alexandr Alaev (Russia) Mark Bullingham (England) Razvan Burleanu (Romania) Ioannis Farfarellis (Greece) Jonathan Ford (Wales) Atanas Furnadzhiev (Bulgaria) Javid Garayev (Azerbaijan) Kadir Kardaş (Turkey) Denni Strich (Germany) Dušan Svoboda (Czech Republic) François Vasseur (France)

The following members left the committee during the reporting period: Olzhas Abrayev (Kazakhstan) and Ilija Kitić (Slovenia).

MEDIA COMMITTEE

The communications division shared with the committee its strategy to align with the new president's vision, which focused on creating a perfect balance in European Football. In the months following September's elections, plans were put in place to promote the introduction of UEFA's governance reforms, the creation of a new 'protection of the game' hub, and the formation of women's football and corporate governance units.

The committee was informed of the merging of UEFA.org into UEFA.com, which allowed for the creation of one digital home for European football. One of the goals of the merge was to increase the exposure of corporate content profiling the work UEFA does to promote, protect and develop football. Also on the corporate front, stakeholders aligned on the creation of a new RESPECT campaign focussing on inclusion, diversity and accessibility in place of the No to Racism messaging which had debuted in 2013.

On the editorial side, the committee heard how records were broken for traffic on euro2016.com and how the cooperation between UEFA and national associations was crucial. The committee was also informed about tests conducted regarding the production of rights-free content for Facebook Live.



The Media and Public Relations unit focused their presentation to the committee on intensifying a proactive PR strategy. Anticipating and placing messages in the media to promote the work done by UEFA and national associations is key in this regard.

Meeting: 16 February 2017

Composition of the committee on 30 June 2017

Chairman	Avraham Luzon (Israel)
Deputy Chairman	Position pending
1st Vice-Chairman	Nicolai Cebotari (Moldova)
2nd Vice-Chairman	Momir Djurdjevac (Montenegro)
3rd Vice-Chairman	Onofre Costa (Portugal)
Members	Janusz Basalaj (Poland) Matej Damjanović (Bosnia and Herzegovina) Márton Dinnyés (Hungary) Nerijus Dunauskas (Lithuania) Otar Giorgadze (Georgia) Antonios Karpelopoulos (Greece) Philipp Patsch (Liechtenstein) Heather Rabbatts (England) Tomaž Ranc (Slovenia) Stilian Shishkov (Bulgaria)

Wolfgang Niersbach (Germany) resigned on 18 December 2016.

FAIR PLAY AND SOCIAL RESPONSIBILITY COMMITTEE

Under the overarching theme of Respect, the Fair Play and Social Responsibility Committee endorsed numerous football-related activities and projects during the 2016/17 season promoting the notion of social fair play as a way to make UEFA operations more socially responsible and sustainable.

The highlights were the first year of the HatTrick-funded football and social responsibility projects, for which 54 member associations applied for funding, and the incorporation of human rights criteria in bidding documents for hosting UEFA competitions, starting with EURO 2024.

Three UEFA member associations severely affected by storms, flooding or earthquakes received natural disaster grants to repair their football infrastructure. In addition, grants were allocated to four Football First/We Care projects.

All six members of the Football for All Abilities portfolio – the International Blind Sports Federation (IBSA), the European Deaf Sports Organisation (EDSO), the International Federation of Cerebral Palsy Football (IFCPF), the European Powerchair Football Association (EPFA), the European Amputee Football Federation (EAFF) and Special Olympics Europe Eurasia (SOEE) – received support for football development projects aimed at increasing grassroots playing opportunities. In addition, showcase matches such as at the Champions Festival in Cardiff enriched the club competition finals.

Observers from the Fare network monitored 114 UEFA club competition matches and filed 25 reports on discriminatory incidents, which resulted in 14 sanctions being imposed on 12 clubs by the independent UEFA Control, Ethics and Disciplinary Body. Based on assessments carried out by the Centre

for Access to European Football (CAFE) and the European Healthy Stadia network, efforts continued in order to improve access to UEFA competition finals for disabled people and to provide a healthy, tobacco-free match environment. Meanwhile, awareness raising on the impact of colour-blindness in football was intensified.

Ongoing dialogue was maintained with the European fan movement on ticket pricing, security, disciplinary matters, accessibility and other issues, and the fourth annual UEFA Football and Social Responsibility Report was published in March 2017

Meetings: 2 November 2016 (plenary), 23 March (plenary) and 20 April 2017 (bureau)



Composition of the committee on 30 June 2017

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	Position pending
Members	Klara Bjartmarz (Iceland) Milovan Djukanovic (Montenegro) Paul Elliott (England) Ekaterina Fedyshina (Russia) Conrad Kirkwood (Northern Ireland) Edvin Libohova (Albania) Fiona May (Italy) Edgars Pukinsks (Latvia) Teresa Romão (Portugal) Charles Schaack (Luxembourg) Gaston Schreurs (Belgium) Stefanie Schulte (Germany) Phivos Vakis (Cyprus) Johan van Geijn (Netherlands)

The following members left the committee during the reporting period: Georgios Gkirtzikis (Greece), Gül Keskinler (Germany) and Eduard Prodani (Albania).



II. REPORT OF THE UEFA ADMINISTRATION

11 July 2016 – 30 June 2017



FOREWORD

The 2016/17 period brought a welcome return to stability for UEFA after a challenging previous year. We managed to get through those difficulties and, once again, I would like to express my deepest thanks to all those who made a crucial contribution to keeping the organisation up and running in delicate circumstances.

The highlight of the 2016/17 year was obviously the election of Aleksander Čeferin as the new UEFA president at the Extraordinary UEFA Congress in Athens in September 2016. This marked the beginning of an optimistic new era for the organisation, as the new president immediately got down to putting his ideas and visions into practice, and implementing measures designed to strengthen UEFA and lend the organisation even greater credibility and legitimacy in the years to come.

A series of important good governance reforms were approved at the Ordinary UEFA Congress in Helsinki which represented a significant overhaul of UEFA's foundations, and which are designed to bring calm and stability to the organisation. A restructuring of the UEFA administration has also taken place, to help us meet the challenges of today and tomorrow: a new division is focusing on protecting the game against negative phenomena that threaten football's integrity and well-being; a football division has also been set up to nurture the game's technical sector; business research and intelligence activities have been strengthened to put UEFA at the forefront of sports governance developments; and the first dedicated women's football unit has

been created to manage the striking progress made in the women's game. The accent is on forward thinking. UEFA is an organisation that strives to keep pace with the times and prepare the way for the future. We are committed to being proactive, flexible and far-sighted in all that we do in the service of football here in Europe, and in serving the sport across the world.

My thanks go to the UEFA Executive Committee for its essential role in ensuring continuity and progress in troubled times, for its clear, courageous thinking and decision-making in setting the course for the future – and for acting with the best interests of football at heart at all times.

On a personal note, I would also like to thank the Executive Committee and UEFA's staff for their unfailing support in helping me to settle into my position as UEFA general secretary. I am extremely grateful for the help, guidance and wise advice that I have received to help me to fulfil this important role.

It is a source of great pride to be able to work with and count on the backing of my colleagues in the UEFA administration, who show an unwavering



devotion and professionalism in their day-to-day work that is worthy of the greatest respect.

As UEFA looks towards an optimistic future, it is heartening to know that European football and its well-being are being tended to by so many people who love and identify with our beautiful game.

Theodore Theodoridis
UEFA General Secretary

UEFA administration 2016/17 (1 March 2017)

General Secretary [Theodore Theodoridis](#)
Deputy General Secretary [Giorgio Marchetti](#)

Directors

[Alasdair Bell](#) (Legal Affairs)
[Stéphane Igolen](#) (Services and Management)
[Josef Koller](#) (Finance)
[Zoran Laković](#) (National Associations)
[Kevin Lamour](#) (President and Executive Office)
[Giorgio Marchetti](#) (Football)
[Martin Kallen](#) (CEO, UEFA Events SA)
[Sharon Burkhalter-Lau](#) (UEFA Events SA – Operations)
[Guy-Laurent Epstein](#) (UEFA Events SA – Marketing)



NATIONAL TEAM COMPETITIONS

The European Qualifiers for the 2018 World Cup kicked off in September 2016, just weeks after a hugely successful EURO 2016 in France had underlined the strong competitive quality of football across the continent. Six matchdays of the European Qualifiers were played during the reporting period by the national teams of UEFA's 55 member associations, all vying to join hosts Russia at the 2018 World Cup, with Kosovo and Gibraltar taking part in their first-ever World Cup qualifiers. Following its decision to centralise TV rights, UEFA continued to oversee operational matters for the European Qualifiers for the World Cup, in collaboration with FIFA. As was the case for EURO 2016 qualifiers, the schedule for the qualifiers was drawn up using the Week of Football concept, which allows fans to watch more international matches and enhances the visibility of the competition.

While the European Qualifiers were going on, the draft regulations for the 2018/19 Nations League and EURO 2020 were being drafted for submission to the National Team Competitions Committee at its meeting in June 2017. The creation of the Nations League comes in response to a desire to improve the quality and prestige of national team football by giving greater sporting meaning to national team matches. The inaugural Nations League will

begin in September 2018. It will be played under a format approved by the Executive Committee in December 2014. The 55 national associations will be split into four divisions for the inaugural competition, based on their ranking in the UEFA coefficients at the end of the group phase of the European Qualifiers for the 2018 World Cup. Nations League group matches will be played over six matchdays, made up of double dates in September, October and November 2018. The four group winners of Nations League A will then compete in a final four in June 2019.

While four teams will qualify for EURO 2020 through the Nations League, via play-offs in March 2020, the majority of EURO 2020 participants will be determined through the corresponding European Qualifiers, which will run from March to November 2019. These qualifiers will allow 20 teams – the winners and runners-up from the ten qualifying groups – to secure their places in the final tournament. EURO 2020 will mark the 60th anniversary of the European Championship with a final tournament spread across Europe, with 13 cities selected in 13 different countries. This unprecedented format will allow many countries to play a part for the first time in staging UEFA's flagship national team competition.

The competition's visual identity was unveiled in September 2016 at a ceremony in London, where the semi-finals and final will be played. At the heart of this identity is the bridge – a universal symbol of connection and unity. Inspired by this theme, the 13 EURO 2020 host cities all feature a single iconic bridge in their respective logos, which were revealed at events held between September 2016 and January 2017. The UEFA president, Aleksander Čeferin, attended many of these festivities, allowing him to visit most of the host cities.

Looking further ahead, the bidding procedure for EURO 2024 got under way. A bidding workshop was held in April 2017 following the review and communication of the bid requirements to Germany and Turkey, the two countries that submitted declarations of interest.





European Under-21 Championship

Five years after co-hosting EURO 2012 with Ukraine, Poland was the setting for the finals of another major national team competition between 16 and 30 June 2017, when it hosted the European Under-21 Championship final tournament. Preparations for the tournament included a fourth site visit, the allocation of hotels and training pitches, and the production of a manual for the participating teams. The 2017 event marked a further step forward with 12 teams taking part in the final competition for the first time, compared with eight teams in the past. While the eight teams that had taken part in the 2015 finals were present again in Poland, the qualifiers did spring a few

surprises, most notably, FYR Macedonia's first appearance in the final round of a UEFA competition. The Polish Football Association made every effort to ensure the 21 matches, played at six stadiums across the country, were as accessible as possible to spectators. Nearly 250,000 fans took advantage of the attractive admission prices, with no ticket costing more than €9.30, even for the final in Krakow, in which Germany beat Spain 1-0 to secure a second Under-21 title to go with their 2009 triumph. After winning their first four matches in the tournament, the Spaniards had their eyes on a fifth Under-21 title to equal record winners Italy, but the Germans

dominated the encounter, providing an impressive finale to a tournament that had seen Europe's major football nations shine. Before the final tournament had even kicked off in Poland, the 2017–19 competition was launched with the qualifying draw in January 2017, followed by the first qualifying matches. All 55 member associations entered the 2017–19 European Under-21 Championship, the final tournament of which will be hosted by Italy. An inspection was carried out and six host cities were confirmed during 2016/17.

Women's football

By mid-May 2017, two months before the start of the Women's EURO in July, 100,000 tickets had already been sold for the finals in the Netherlands.

Thanks to the expansion of the tournament, 15 teams were set to join the host nation for the first time, following qualifiers in which 47 national teams took part. The draw for the

finals and the last remaining preparations took priority in the months before a tournament that could set new records for attendances and viewing figures, with matches being broadcast in more than 80 countries. Before the tournament, UEFA launched the Together #WePlayStrong campaign, which aims to make football Europe's

most popular participation sport for women by 2020. In addition, the qualifying draw for the 2019 Women's World Cup was held in April 2017. The matches were set to begin in September 2017 to determine the eight European nations which will join hosts France at the finals.

Futsal

After a very successful 2016 event in Serbia, a new record of 47 teams entered the qualifiers for Futsal EURO 2018, including noteworthy first-timers Germany and Kosovo. The draws for the preliminary round and the main round were held in Nyon, and a venue inspection was completed in Slovenia, where the final round is to be played in January and February 2018. At the time of reporting, seven countries had already qualified for the tournament, with the remaining four teams joining the host nation to be decided by play-

offs in September 2017. Meanwhile, six European nations took part in the Futsal World Cup in Colombia in October 2016, all reaching at least the last 16. Russia fared best of all, making it to the final, where they lost 5-4 to Argentina. In April 2017, the Executive Committee took several strategic decisions concerning the development of futsal, the main one being that the Futsal EURO will be played every four years by 16 teams (instead of every two years by 12 teams), starting in 2022. From 2019, a Women's Futsal

EURO (with four teams) and an Under-19 Futsal EURO (with eight teams) will also take place every two years. In June and July 2016, youth futsal mini-tournaments were held for the first time for men (Under-18, in the Czech Republic) and women (Under-17, in Portugal). At Under-17 level, three men's tournaments took place in 2017 – in Slovenia in April, in Serbia in May and in Portugal in June – and two tournaments were held for women – in Italy and Spain in June.



Youth football

In 2016/17, UEFA once again did everything possible to enable male and female youth players around Europe to participate in top-level competitions, and thus smooth the way for these youngsters to develop and perhaps go on to become the continent's best footballers. The men's and women's European Under-17 and Under-19 championships were played according to their usual formats, with qualifiers

in the form of mini-tournaments followed by final rounds for eight teams (16 in the case of the men's Under-17s). Inspection visits were conducted during the season and draws for the different rounds were held at UEFA headquarters, except for final round draws, which took place in the relevant host nations in order to raise public awareness ahead of the finals. All the final rounds were successful, with the hosts fulfilling

their requirements and attracting popular interest with record attendances. To prepare players for Under-17 and Under-19 competition, UEFA also organises development tournaments for boys and girls at Under-16 level. These events, which were launched in 2012, give a valuable first taste of international football to youngsters whose careers may one day take them across Europe.

European Under-19 Championship

Having previously organised the finals of this tournament when it was still contested at Under-18 level, the German Football Association hosted the finals at Under-19 level for the first time between 11 and 24 July 2016. The Germans again demonstrated their capacity to host major competitions, notably with a crowd of 54,689 spectators at the Stuttgart Arena for the opening match between the hosts and Italy, setting a new record for the European Under-19 Championship. The cumulative attendance for the event's 16 matches, played across ten stadiums, was 162,972, or an average attendance of 10,186 spectators per match, more than twice as many as at the previous Under-19 championship. In addition to the buzz in the stadiums, the final tournament also enjoyed widespread visibility, thanks to Eurosport coverage of all the matches. France won the title for a third time with a comfortable 4-0 victory over Italy in the final, including a goal from Jean-Kévin Augustin, the tournament's best player and top scorer. Of the eight teams who had taken part in the 2015 finals in Greece, only four qualified for the tournament

in Germany. Reigning champions Spain were notable absentees, highlighting the competitiveness of European nations at Under-19 level.

France, Italy, Portugal, England and Germany, who beat the Netherlands after extra time in a play-off, qualified for the U-20 World Cup in South Korea in May and June 2017, where an experiment approved by the International Football Association Board (IFAB) permitted teams to use a fourth

substitute during extra time. The European representatives performed well in the tournament, with England finishing champions.

The 2016/17 qualifying round then kicked off in October 2016, with 52 teams taking part, 28 of whom progressed to the elite round, which determined the seven countries joining hosts Georgia in the finals in July 2017.





European Women's Under-19 Championship

Hosting the final round from 18 to 30 July 2016 gave Slovakia the opportunity to showcase women's football development and handed its national team the chance to play in the Under-19 finals for the first time. Three years after welcoming the European Under-17 Championship, the Slovak Football Association's national training centre in Senec was the setting for six of the tournament's 15 matches (including the semi-finals and final). Slovakia's three matches and the final drew

crowds of more than 1,000 spectators. While most of the tournament was played in sunshine, two matches were interrupted by severe thunderstorms, including France's 2-1 victory over Spain in the final, which took four hours to complete after the match was suspended for over two hours at half-time to clear water from the pitch and make it playable again. It was France's fourth women's European Under-19 title, equalling Germany's all-time record, while Spain suffered a third

consecutive final defeat. Following a qualifying round involving 44 teams that began in September 2016 and an elite round contested by 24 teams, seven countries qualified for the 2016/17 finals, which were to take place in Northern Ireland in August 2017. Last but not least, the qualifying round draw marked the start of the 2017/18 competition, which will culminate with finals in Switzerland.

European Under-17 Championship

Croatia organised the final round of a UEFA youth competition for the first time from 3 to 19 May 2017. The teams taking part included debutants the Faroe Islands. The 32 matches, played in seven stadiums across the country, drew a cumulative attendance of over 43,000 spectators, with a crowd of 8,187 attending the final in Varazdin. For the fifth time in six years, the champions were decided on penalties. After equalising in stoppage time to make it 2-2, Spain got the better of England with a 4-1 victory in a shoot-

out conducted using a new system (ABBA instead of ABAB) as part of an experiment by the IFAB to make penalty shoot-outs fairer. With three titles, Spain is now the most successful nation in the history of the competition. The 2017 finals were also used to determine the five European teams which would take part in the U-17 World Cup in India in October 2017. The five would be semi-finalists Spain, England, Turkey and Germany, and France, who won a play-off against Hungary. The Croatian Football

Federation used the competition to promote positive values and behaviour through various activities aimed at young Croatian players and supporters. Meanwhile, the 2017/18 season began in December 2016 with the draw for the qualifying round, in which 52 of UEFA's 55 member associations took part. Germany and Portugal progress directly into the elite round, and England qualify automatically for the final tournament in May 2018 as hosts.



European Women's Under-17 Championship

From 2 to 14 May 2017, the Czech Republic was the setting for the 10th Women's European Under-17 Championship final tournament, the largest women's football event ever to take place in the country. The national association stepped up efforts to make the tournament a popular celebration, by inviting thousands of children to attend the matches in the four host cities of Plzen, Pribram, Domazlice and Prestice. This desire to attract families to football and to the tournament was a great success, with the opening match bet-

ween the Czech Republic and France drawing 10,219 spectators, a new record for the competition and the host nation's biggest ever attendance at a women's football match. Germany secured a sixth title in ten tournaments in a closely contested event. In the semi-finals against Norway (1-1, 3-2 on penalties), and the final against Spain (0-0, 3-1 on penalties), the young German team held their nerve to come out on top in the new ABBA format for penalty shoot-outs being trialled by the IFAB in the tournament. Meanwhile,

the 2017/18 competition started with the draw for the qualifying round, and inspection visits were completed in Lithuania, which will host the finals in May 2018.



CLUB COMPETITIONS

While the 2016/17 season was the midpoint in the 2015–18 cycle, major advances were made in relation to the next cycle of 2018–21. Proposals concerning the access list, coefficients and revenue distribution were prepared and presented to UEFA's Club Competitions Committee and formally approved by the Executive Committee. These were drawn up following a long period of consultation with stakeholders including the European Club Association (ECA). Among the changes is a new Champions League revenue distribution formula which sees a reduction in the market pool share from 40% to 15% and the addition of a fourth criteria for classifying results over the previous ten years and representing 30% of the amount. On the proposal

of the UEFA president, an additional contribution of €50m will be passed from the Champions League to the Europa League, and €10m, also from the Champions League, will be allocated for distribution in additional solidarity payments for the qualifying rounds.

The top four clubs from the four highest-ranked associations will automatically qualify for the group stage from the 2018/19 season. It has also been agreed that two time slots will be used for the Champions League during the 2018–21 cycle. In the group stage, two matches will be played at 19.00 CET and six will kick off at 21.00 in order to allow fans to watch more matches live.

The final access lists for the Champions League and the Europa League for the 2017/18 season were approved with places allocated to new member association Kosovo. The 2017/18 regulations for all club competitions, the last in the 2015–18 cycle, were also issued. Inspection visits were conducted to the stadiums in Kyiv and to Parc OL in Lyon, which will host the Champions League and Europa League finals respectively in May 2018.





CHAMPIONS LEAGUE FINAL CARDIFF

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UEFA Champions League

During the 2016/17 season, Real Madrid confirmed their domination of the Champions League by becoming the first club to win the trophy twice in a row since 1990. The Spanish club ran out comfortable 4-1 victors over Juventus in the final attended by 65,842 fans at the National Stadium in Cardiff on 3 June 2017. It was the club's 12th victory in UEFA's flagship club competition, which was taking place for the 62nd time. Despite having only conceded three goals in the competition before the final, the Italians were overwhelmed by Real and ended up as runners-up for a record seventh time. The scorer of two goals against Juventus, Cristiano Ronaldo finished the competition as top scorer for the sixth time, with 12 goals. Hitting the net eight times from the quarter-finals onwards, the Portuguese star was Real Madrid's talisman during the knockout stages, breaking the 100-goal mark in a competition in which he is the all-time highest scorer with 105 goals, ahead of Lionel Messi on 94.

While Ronaldo leads the way, goal-scorers were inspired regularly during the 2016/17 Champions League. For the first time since the competition was introduced in its new format in 1992, there was an average of more than three goals per match (3.04): 380 goals were scored in all, 9.5% more than in the previous season. This included a spectacular increase of 52% in the goals scored in the knockout rounds (102 compared with 67 the previous year). This big rise in goals was influenced by several roller-coaster encounters. The most memorable turnaround was undoubtedly achieved by FC Barcelona in beating Paris Saint-Germain in the round of 16, coming back from a 4-0 first-leg deficit

to win the return game 6-1. In another of the last 16 ties, AS Monaco, who went on to reach the semi-finals, produced an impressive 3-1 second-leg win to knock out Manchester City, after losing a memorable first leg 5-3.

The group stage had its fair share of thrilling encounters too, most notably Borussia Dortmund's 8-4 win against Legia Warsaw, the highest-scoring match in Champions League history. Of the 32 teams that qualified for the group phase, only Dinamo Zagreb failed to hit the net. Along with FC Bruges, the Croatian club was the only one not to record a single point in their six matches, indicating the competitiveness of a competition in which 17 national associations were represented. Several lesser known clubs such as Ludogorets and FC Rostov, who were making their Champions League debut, left their mark, finishing third in their groups. The only other newcomers to the competition, reigning English champions Leicester City, fared even better, topping their group and reaching the quarter-finals, where they lost to Atletico Madrid (0-1, 1-1).

The 2016/17 season confirmed the enormous popularity of the Champions League around the world, with very high TV audiences. The final between Real Madrid and Juventus was the most-watched sports event in 2017, with an estimated average global audience of 160 million viewers and 350 million unique viewers across more than 220 markets, figures that were comparable to those of 2016. In the six main European markets, the final was watched by an average of 39.6 million viewers, an 11% increase on the 2016 audience. Real's coronation attracted 9.1 million Spaniards to their TV sets, a

60.9% share of the total TV audience.

The final also had a global impact on social media, with 98 million interactions on Facebook, over 50 million on Instagram and 9 million on Twitter. These figures show the growing digital strength of the Champions League, whose official Facebook page is the world's most followed page for a sports competition, with 63 million fans. In another indication of the event's digital reach, the official Champions League website and its mobile apps received 134 million visits during the 2016/17 season, a 10% increase on the previous year. The official Instagram and Twitter accounts had 14.5 and 15.6 million followers respectively, making them highly effective tools for communicating with fans.

The Champions Festival, held in Cardiff Bay from 1 to 4 June 2017, to coincide with the men's and women's Champions League finals, created a unique atmosphere for supporters from Wales and abroad. More than 100,000 visitors enjoyed a range of activities, including photo exhibitions, photo opportunities with the trophies, a floating pitch and an Ultimate Champions match involving football legends. The festival allowed each Champions League partner to set up stands to activate its partnership as it wished.

UEFA Europa League

Manchester United became the fifth European club to win the three European club trophies thanks to a 2-0 win over another historic club, AFC Ajax, on 24 May 2017. 50,267 fans attended the match at the Friends Arena in Stockholm, with the Mancunians beating a young Dutch side thanks to goals from Paul Pogba and Henrikh Mkhitaryan. This first Europa League title gave José Mourinho's team a place in the 2017/18 Champions League.

A total of 48 clubs from 21 countries took part in the group phase, making the line-up even more international than the Champions League. There were lots of surprises, particularly Israeli club Hapoel Beer-Sheva, who qualified for the last 32 ahead of Southampton and Inter Milan. In a very evenly balanced competition, finishing first in the group stage was no guarantee of a successful run. Eventual champions Manchester United, for example, finished runners-up in their pool, and only two of the 12 group winners reached the quarter-finals.

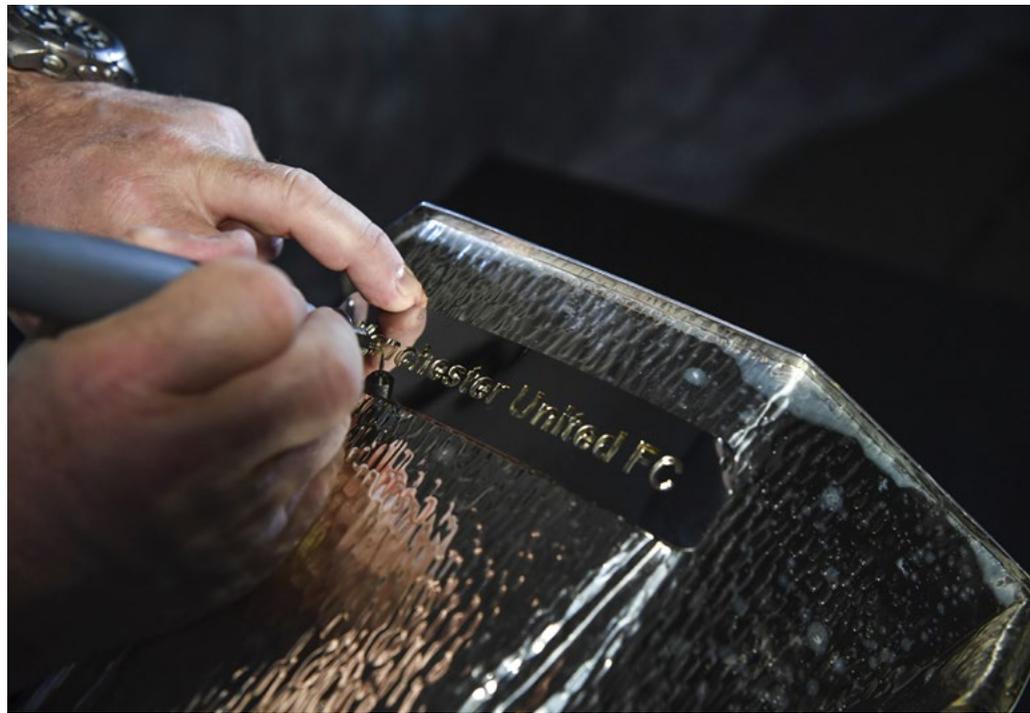
The round of 16 included eight clubs from associations ranked outside of the top eight in the coefficient rankings at the start of the 2016/17 season – three from Belgium and one each from Turkey, the Netherlands, Greece,

Denmark and Cyprus. Together with the many tight results in the knockout stages, this goes to show how closely matched clubs are in the Europa League.

The presence of several big European clubs meant that there were some very high attendances during the competition. 73,063 spectators watched Manchester United v Fenerbahce at Old Trafford, a new record for a group game. Later in the season, the Europa League's all-time record was broken

when 80,465 supporters were at Wembley for the surprise elimination of Tottenham Hotspur by Gent.

The tournament's TV audiences were also very satisfying, with an overall increase of 7% in the six main markets on the previous season. Broadcast in over 100 countries, the 2017 final was the third most-watched in history, with an estimated average worldwide audience of 62 million and 180 million unique viewers.



UEFA Women's Champions League

The 16th edition of UEFA's women's club competition saw Olympique Lyonnais crowned champions of Europe for a second time in succession and a fourth time in total to join German club Frankfurt at the top of the all-time list of champions. As had been the case in the 2016 final against Wolfsburg, Lyon needed a penalty shoot-out to win the trophy, this time in an all-French match-up with Paris Saint-Germain (0-0, 7-6 on penalties), with goalkeeper Sarah Bouhaddi converting the decisive spot kick. It was the first-ever final involving two French clubs and the first without a German team since 2007. Held in the same city and same week as the men's Champions League final, the game enjoyed good popular support, the Football Association of Wales having taken advantage of the occasion to organise a nationwide tournament with over 1,500 players taking part. There were many young girls in the 22,433 crowd at Cardiff City Stadium, creating a welcoming atmosphere that suggested the match will have a positive impact on the development of women's football in Wales. 180 million TV viewers in 100 countries tuned in to



the final, confirming the interest in the women's game worldwide. A total of 61 teams, a new record, from 49 different associations, are taking part in the 2017/18 edition of the Women's Champions League. The final will be held at the Valeri Lobanovski Dynamo stadium on 24 May 2018, two days before the men's final, which will also

be in the Ukrainian capital. During the period under review, an inspection visit was made to the stadium, and plans were made for a special '100 days to go' event. The 2017/18 regulations were approved and the new season kicked off with the draw for the qualifying round, involving 40 clubs.

UEFA Super Cup

The 2016 Super Cup was the fourth to be played after the decision to move this annual encounter between the Champions League and Europa League winners around the continent. After the competition had been based in Monaco from 1998 to 2012, Trondheim became the fourth city – all in different countries – to host the event since 2013. This rotational hosting achieves the objective of making the Super Cup

accessible to fans all over Europe, with Norway welcoming its first ever UEFA club final. In a third all-Spanish final in succession, Real Madrid claimed a close 3-2 victory over FC Sevilla after extra time on 9 August 2016, in front of 17,939 spectators at the Lerkendal Stadion. Several events were organised in Trondheim during the week before the match and on the day, which saw Spanish supporters welcomed with a

festive atmosphere and confirmed the capacity of a medium-sized city to organise a major sports event. The Super Cup will continue to move around Europe. Skopje (FYR Macedonia) was to host the 2017 event and, on 15 September 2016, the Executive Committee designated the Estonian capital, Tallinn, to host the 2018 match, seven cities bid to host the 2019 Super Cup.

UEFA Youth League



In its fourth edition, the Youth League confirmed that it is now an integral part of the European football landscape. As in 2015/16, the 2016/17 competition was contested by 64 teams, comprising the Under-19 sides of the clubs taking part in the Champions League and 32 national champions at youth level. The continent's best young players had the chance to make a name for themselves and follow in the footsteps of Munir El Haddadi,

Kingsley Coman and Marcus Rashford, who all starred in the Youth League before making their mark at senior level. Salzburg got their name on a European trophy for the first time, finishing champions in a final tournament consisting of the semi-finals and final. Played as normal at the Colovray stadium in Nyon, Switzerland, right next to UEFA headquarters, the event was a resounding success, with the three matches being played to full

houses and a cumulative attendance of 12,000 spectators. In both the semi-finals and final, the young Salzburg team came back from a goal down to record prestigious 2-1 victories over Barcelona and Benfica. After 2014 champions Barcelona, and Chelsea, who triumphed in 2015 and 2016, the Austrians became the third club to win the Youth League, showing that the competition makes it possible for clubs from outside of Europe's biggest names to shine. Throughout the season, Youth League participants were engaged off the pitch, for example, with education meetings organised for all the clubs and the staging of the first forum for Youth League club coaches in April 2017, which saw Fabio Capello and others take part in Q&A sessions. Also in April, shortly before the final competition, a meeting of the Youth League working group was organised to discuss the future of the competition, to prepare for the new season and analyse the next cycle.

UEFA Futsal Cup

At the finals in April 2017, Inter FS regained the Futsal Cup, soundly beating Portuguese club Sporting by an unprecedented 7-0 scoreline in the final. The Spanish club, which had not won the title since 2009, triumphed for a record fourth time in 15 editions of

the competition. In the semi-finals, Inter knocked out host club Kairat, who had the support of a huge 10,238 crowd at the Almaty Arena, the second highest attendance in the history of the Futsal Cup. With a record 52 teams entering the 2016/17 competition,

UEFA decided to modify the format in order to allow the three top-ranked associations to enter a second team from 2017/18. The competition will become the UEFA Futsal Champions League from 2018/19.

MATCH OPERATIONS



As in previous seasons, the match operations unit was responsible for the operational management of all UEFA match venues in 2016/17, doing everything necessary to ensure that the competitions ran smoothly and providing support to on-site venue teams from the match command centre in Nyon in case any major problems arose during matches.

At the start of the review period, TIME, a new competition administration platform, was launched to meet FIFA's requirements for the 2016–18 European Qualifiers and UEFA's needs for the 2016/17 club competition season. It introduced online match sheets, underwent further improvements over the course of the season and will now be rolled out for all UEFA competitions in 2017/18, providing online match sheets, match information, venue announce-

ments and other content for club and national association users.

One of the unit's most important tasks is to manage match delegates. Several hundred delegates were appointed to matches throughout 2016/17, while a new UEFA match delegate training concept was drafted, an e-learning tool was launched and an induction course for potential new match delegates was held, followed by the first advanced workshop for new delegates. A number of workshops were also organised for venue directors, with ten internal candidates taking part in the latest venue director training programme. A total of 399 stadiums were approved for use in UEFA competitions during 2016/17, the stadium announcements process for 2017/18 was launched and numerous stadium inspections were conducted in order that a list of venues

and potential clashes could be prepared in advance of the draws. Proposals for the UEFA Stadium Infrastructure Regulations were reviewed in cooperation with the event unit and an internal revision process was initiated. A review of the use of goal-line technology at EURO 2016 and in the 2016/17 Champions League was also carried out.

Goal-line technology systems were installed at the stadiums hosting the 2017 Super Cup and club competition finals, and it was decided that the technology could be used in Europa League matches from 2017/18 onwards. A club competition pitch quality monitoring scheme was also introduced in order to ensure that all matches were played on pristine surfaces, with particular attention paid to the stadiums hosting finals, for which a dedicated process was implemented.

Refereeing

The UEFA refereeing unit stepped up its activities in 2016/17, organising many courses and appointing referees and observers for matches in UEFA competitions. It has also supported FIFA with the appointment of referees for the European Qualifiers for the 2018 World Cup.

After EURO 2016, where refereeing performances were applauded, the traditional summer course, held in Nyon in August 2016 and attended by 100 referees, made it possible to complete an assessment of the competition and study the goal-line technology system in detail. In January 2017, 128 men and women took part in a winter course in Malaga, Spain, involving a programme of fitness tests and practical feedback. A course for 41 international assistant referees was then held in Malaga in April 2017, illustrating

that training Europe's top assistant referees is a key part of UEFA's refereeing development programme. More than a year before Futsal EURO 2018, the annual course for futsal referees helped to enhance the knowledge of referees from the lower UEFA categories.

The Referees Committee appointed 11 referees, 21 assistant referees and two fourth officials to officiate at Women's EURO 2017 in the Netherlands. All the referees appointed, who came from 21 UEFA member associations, prepared for the competition by attending a workshop in the host nation in May.

The finals of UEFA club competitions and the final rounds of UEFA youth tournaments were played without any major incident from a refereeing perspective. Experiments were carried

out during the final round of the European Under-21 Championship that allowed teams to make a fourth substitution during extra time and enabled referees to show cards to players and team officials in the technical area. An experiment to change the order of shots in penalty shootouts, conducted by the IFAB, was also implemented in several competitions.

The UEFA Centre of Refereeing Excellence (CORE) remained very active, running several introduction and consolidation courses. The Executive Committee confirmed the appointment of two new refereeing officers, Vladimir Šajn and Dagmar Damková, who specialise in education and women's football respectively. This brings the total number of refereeing officers to five.



Medical matters and anti-doping

During the 2016/17 season, UEFA continued to implement its biological passport programme, which facilitates the detection of steroid and blood anomalies. Introduced in 2015/16, the passport makes it possible to monitor players over time, which can reveal the effects of doping. The UEFA Executive Committee approved the decision to extend the period for retaining samples to ten years to allow for re-analysis when new doping control methods become available. The samples collected in 2015/16 were sent to three laboratories that have the capacity for long-term storage to facilitate possible re-analysis in the future.

Thanks to agreements signed in 2016/17 by Norway, Belgium, Monaco and Finland, UEFA now has 28 cooperation agreements with national anti-doping organisations (NADOs). This pan-European collaboration makes it possible for UEFA and the NADOs to coordinate anti-doping programmes, with tests in UEFA and national competitions.

All member associations received anti-doping kits for national teams and clubs participating in UEFA competitions. As in previous seasons, a leaflet for players, which is available in seven languages, gives a reminder of the risks associated with doping. Information briefings were also given to the teams taking part in the final rounds of the men's and women's Under-17 and Under-19 competitions and the Youth League.

The elite club injury study, which helps top European sides measure the level and impact of injuries suffered by their

players, has entered its 16th year. Nearly 50 clubs have taken part in this study, which has catalogued almost 13,000 injuries and almost two million hours of exposure to injuries.

The second edition of the UEFA Football Doctor Education Programme kicked off with its first workshop, focusing on trauma and on-pitch emergency treatment. The 51 doctors from UEFA national associations taking part covered topics including fitting a neck brace, using a defibrillator, cardiac massage, treating injuries and facial traumas. The doctors took written and practical tests to assess how much they had learnt during the course. Those who passed the tests are now authorised to train their peers in their own countries, encouraging the dissemination of knowledge and medical techniques across Europe.

In April 2017, UEFA and specialised publisher Thieme released *The Encyclopedia of Football Medicine*, based on the Football Doctor Education Programme. Produced in English, it consists of three volumes:

1. Trauma and medical emergencies;
2. Injury diagnosis and treatment;
3. Protecting the player.

These publications are available to purchase from online retailers and the Thieme website.

UEFA has also launched a research programme to study the risk of heading the ball among young players in European football. Although there have been several studies looking into

this problem, there is a lack of data on the number of times young footballers head the ball, in training and matches, and on the effects of heading in youth football. The objectives of the research are therefore to record the number of times young European players head the ball and the effect it has on the structure of the young players' brains. UEFA received proposals from ten universities, and discussions got under way concerning the attribution of the two studies.

GRASSROOTS FOOTBALL

The highlight of the 2016/17 season was UEFA Grassroots Week, which took place for a second time in September 2016. Organised in cooperation with the European Commission during the European Week of Sport, it is intended to encourage participation in all forms of football, through events held across Europe. A maxi-pitch funded by UEFA was opened in the suburbs of Prague, the 2016 European Capital of Sport, and, as has been the case since 2010, maxi-pitches were donated as a legacy to the cities hosting the finals of the Champions League and the Europa League. The winners of the Grassroots Awards, revealed at the UEFA's Extraordinary Congress in Athens, were grassroots leader Yury Beletskiy from Belarus, a multicultural club from Belgium (RWDM Girls), and Teamplay ohne Abseits, a project focusing on the integration of people from immigrant communities led by the Austrian Football Association (ÖFB). An online self-evaluation tool for the UEFA Grassroots Charter has been launched to allow associations to enter their



own data. The re-evaluation period will last until April 2018. At the end of that period, each association will discover its new status under the Grassroots Charter, which UEFA uses to

support and promote the development of grassroots football at domestic level.

UEFA Regions' Cup

The final round of the tenth edition of this UEFA competition, which is restricted to amateur teams, was scheduled to take place in Turkey from 1 to 9 July 2017, just after the end of the period covered by this report.

Eight teams, including one from the host nation, qualified for the final round of this the world's biggest amateur football tournament, following preliminary and intermediate rounds involving teams

from 38 UEFA member associations. Each of the countries taking part was represented by the team that had won its domestic competition.

SOLIDARITY AND SUPPORT FOR NATIONAL ASSOCIATIONS

HatTrick programme

The 2016/17 season was the first in the fourth cycle of the HatTrick programme (2016–20), which is financed entirely by revenue from the EURO and provides financial support to member associations based on three pillars: investment funding, knowledge-sharing and education. During this cycle, for which new regulations have been approved, a total of €600m will be distributed. Several projects financed by HatTrick were completed during the season under review, including the opening of

the Royal Netherlands Football Association's new football campus and the construction of a multi-purpose national football complex by the Football Federation of Kazakhstan.

The HatTrick team continued to oversee projects approved by the committee and to make inspection visits, particularly in connection with its operational support programme for national associations relating to the European Qualifiers. It also accompanied European national

associations at workshops organised as part of the FIFA Forward programme, which was launched in 2016 to improve the efficiency of football development work.

HatPro, an IT platform to centralise and support the administration of the HatTrick programme, has been launched.

UEFA ASSIST

A key part of UEFA's mission is to contribute to the development of football around the world. With this in mind, a new international programme, UEFA ASSIST, was launched in 2016/17 in order, among other things, to increase solidarity, strengthen UEFA's image worldwide and develop sustainable projects that leave a lasting legacy of football and human development.

With an annual budget of \$9m, UEFA ASSIST provides support to UEFA's sister

confederations and their member associations in Asia (AFC), Africa (CAF), North and Central America and the Caribbean (CONCACAF), South America (CONMEBOL) and Oceania (OFC). The programme is designed to provide practical rather than financial assistance and to offer support through development activities. UEFA ASSIST is composed of four pillars: education and knowledge-sharing (through workshops, conferences and mentoring in on and off-the-field topics), development

of youth football (through development tournaments and associated workshops), support of infrastructure projects and UEFA national association support programmes, which encourage UEFA member associations to organise their own activities outside Europe. UEFA's national associations division is responsible for running the programme, with all applications for funding to be approved by the HatTrick Committee.

Stadiums and security

The annual UEFA-EU Stadium and Security Conference took place in Bucharest in September 2016 and was attended by over 320 delegates from UEFA, the European Union, national associations, clubs, police forces and other partners. Safety and security risks at football events, the potential liabilities for organisers and the threat of terrorist attacks were the main subjects covered at the event.

The UEFA stadium and security unit continued its close collaboration with the Council of Europe, notably to improve international police cooperation for EURO 2020. Programmes for the police, clubs and leagues were introduced in collaboration with the national associations, and an independent study on the use of pyrotechnic devices in stadiums, commissioned by UEFA and the Football Supporters Europe (FSE) network,

was published. This study identified the serious risks posed to health and security when pyrotechnics are used near to other people in football stadiums.

Events on safety and security strategy in stadiums also took place in several Asian countries (Iran, United Arab Emirates, Oman, India) as part of the assistance programme between UEFA and the AFC.

Education programmes and research

For the first time, UEFA organised an 'education week' across its social networks. The initiative made it possible to highlight the wide range of educational courses that UEFA offers European football's stakeholders to improve the administration and organisation of the game.

Among the latest programmes launched, the UEFA Football Law Programme saw its first 24 students graduate, and 24 former international players participated in the first UEFA Masters for International Players, which aims to enable them to complete a successful transition at the end of their playing careers. After benefiting from sessions on strategic marketing and operations management, these retired players successfully submitted their final reports at Birkbeck College in London in May 2017.

Other courses already in place for several seasons continued to add value to the football community. Participants in the fourth edition of the Executive Master in European Sports Governance (MESGO), for executives working in football and other sports, took part in sessions covering the format and regulations of sports competitions and governance issues relating to events. The UEFA Certificate in Football Management passed a symbolic milestone

during the period covered by this report, when it broke the 500-graduate mark since the launch of the programme in 2011. Editions of this programme for the staff of national associations and their stakeholders have been organised all over Europe. The Georgian Football Federation has even translated the course into Georgian and adapted the content to its local setting, while the Romanian Football Federation has introduced a programme specifically for clubs. These two initiatives at domestic level both received support from UEFA.

With its fifth Women in Football Leadership Programme, UEFA continued its work to promote women's access to leadership positions at UEFA and its member associations. The programme's objective is to identify individuals with high potential and to help them to develop their skills and gain new responsibilities.

120 marketing specialists from UEFA member associations took part in a seminar in Athens followed by an awards ceremony as part of UEFA's KISS (Knowledge and Information Sharing Scenario) programme. A total of 85 projects were submitted by 23 associations in the five award categories.

The seven researchers who received UEFA research grants for the 2016/17 season submitted their final reports and the application process was completed for candidates for the 2017/18 season. Based on their potential contribution to European football, six research proposals were selected by the programme's jury from the 55 applications received. They came from university researchers active in the fields of history, law, management, political science, sociology and medical science. All the proposals were supported by UEFA member associations.

On a separate note, the results of the studies on diversity and inclusion commissioned by UEFA from the University of St Gallen were presented to the administration and discussed with senior management. Following a tender process, an external company was then appointed to organise diversity and inclusion training for all UEFA staff.

Top Executive Programme

A series of round tables were held in Geneva and Lausanne as part of this programme for supporting national association executives in their decision-making. At these events, the member associations expressed their backing for the reforms to promote good

governance which would be submitted to the UEFA Congress. The potential launch of a collective travel programme, Air UEFA, was also discussed. The launch of a tender for the TEP kit assistance scheme and the analysis of national association's

financial statements were also high on the agenda. Furthermore, UEFA gave consultative support to CONCACAF and to executives from several UEFA member associations who asked for it based on their needs.

Coach education

The major event during this period was the Conference for National Team Coaches in Paris, attended by the coaches and technical directors from the 55 UEFA member associations. They looked back on EURO 2016 and identified the main trends that emerged during the event, while UEFA presented its technical report on the competition, written by technical observers under the leadership of UEFA coaching ambassador Sir Alex Ferguson. The report collates a wide range of statistics together with the conclusions and opinions of the technical observers. Its aim is to provide a complete record of the final competition for technicians across the game.

The 18th UEFA Elite Club Coaches Forum was held in Nyon with the continent's best coaches taking part. In addition to discussions on the trends at EURO 2016 and in club competitions, the coaches exchanged views on technical matters such as the importance of the away goal rule, extra time and penalty shoot-outs, and the permitted number of substitutions.

The technical reports for EURO 2016 and the 2015/16 Champions League and Europa League were printed in the three official UEFA languages (English, French and German), and published in seven languages on UEFA.com. Technical reports were also written for the Women's Champions League and youth



tournaments and technical observers were appointed to produce technical reports on all the tournaments held during the season, to analyse what happened during the events, showcase technical matters and compile statistics.

UEFA Coaching Convention working groups provided information on reality-based learning, the development of coach educators and further education, which had previously been identified as priority areas. Seminars were also organised on these topics and received positive feedback from the participating associations.

For the seventh year in a row, sessions of the UEFA Pro licence student exchange programme were organised at the UEFA campus in Nyon in 2016/17. One of the sessions was led by

respected English coach Roy Hodgson, who talked about his career and answered questions from the participants. The UEFA Coach Development Project for Women made sustained progress during the reporting period. UEFA B diplomas were delivered in FYR Macedonia and Hungary following the success of courses reserved for women, and several A licence scholarships were awarded.

A meeting for UEFA experts on goalkeeper coaching took place in Amsterdam and several UEFA A licence goalkeeper coaching courses were approved. Assistance was also given for the launch of a UEFA-approved programme for educating futsal coaches.

Study Group Scheme

The 2016/17 season was the ninth for events under the Study Group Scheme, which facilitates technical exchanges between associations and aims to raise standards across Europe. Study Group

Scheme seminars focused on three new pillars: physical fitness in football, hands-on coach education, and the development of coach educators. Each seminar sees one member association

host counterparts from other countries. During the review period, 20 seminars were organised by 15 associations for a total of 545 participants.

Women's football development

A report on the practice of football by women across UEFA's 55 member associations was published, thanks to data received from the associations through an annual survey in September 2016. The report measured developments in women's football over the previous five years, during which the number of registered players, qualified referees and youth teams continued to increase. Six countries (England, France, Germany, Netherlands, Norway and Sweden) reported more than 100,000 registered players. Overall, there were 1.27 million active players registered across Europe.

A highlight of the year in this sector was the launch of Together #WePlayStrong, the biggest women's football campaign ever, which got under way with a video broadcast just before the kick-off of the Women's Champions League final between Olympique Lyonnais and Paris Saint-Germain in Cardiff on 1 June 2017. The

aim of the campaign is to change the perception of women's football, encourage girls to play the game and make football Europe's number one participation sport for women by 2020. Supported by the 55 UEFA member associations and the European Commission, Together #WePlayStrong will feature prominently across multiple platforms, with many events taking place, particularly during Women's EURO 2017.

Following the launch of the campaign, a workshop for the development of women's football brought together the football associations of Cyprus, the Faroe Islands, Gibraltar, Luxembourg, Malta and San Marino to discuss the challenges faced by small associations when promoting and developing the women's game. Assistance has been given to a number of associations as part of UEFA's Free Kicks initiative and the UEFA GROW programme. In addition, a platform offering training

exercises for different age groups and relevant video content was produced for WePlayStrong.org.

Following on from the publication of a report on the 2012–16 Women's Football Development Programme, project proposals continued to flood in and interim reports were received and analysed as part of the programme. A joint UEFA-FIFA meeting about gender equality in football was also held in March 2017.

At the final of the Women's Champions League in Cardiff, many activities were organised for young women players, most notably the final of a national tournament involving 1,597 female footballers.

Elite youth player development

For the third season in succession, support and monitoring was provided for Armenia, Belarus, Georgia and FYR Macedonia, the four associations piloting the youth academies project at U14 and U15 level. During 2016/17, UEFA-supervised sessions were run with these four associations, which organised recruitment days to identify talented new youngsters who could join their academies in 2017/18.

Contact was made with other national associations interested in the project. All UEFA member associations received visits and benefited from the introduction of elite youth development programmes for improving their youth development structures.

Under-16 development tournaments – 14 for boys and 12 for girls – took place during the 2016/17 season, with four

UEFA member associations travelling to the host country of each tournament to take part. These tournaments allow the young participants to gain their first experience of international football, with the importance of educational, development and cultural experiences taking precedence over results on the pitch.



GOOD GOVERNANCE

Good governance projects

UEFA opened a representative office to the EU in Brussels, established a new UEFA internal working group on EU matters and revamped its strategy on EU affairs.

Following intense advocacy work by UEFA, a major European Parliament resolution on sport was adopted. The resolution provides political support for a wide range of policies, key proposals and core values promoted and advocated by UEFA and the UEFA president.

Meanwhile, the EU and stakeholder affairs unit prepared the UEFA president's meeting with the EU commissioner for sport, Tibor Navracsics, in Helsinki on 5 April 2017 and secured his participation in the UEFA Congress on the same day.

Elsewhere, a new service was launched to assist UEFA member associations in accessing EU funding. The new service was presented at various UEFA workshops. It coordinated several applications for EU funding under different programmes. The unit also represented

UEFA at various EU/Council of Europe events (e.g. hearings on the transfer system and good football governance) as well as at the Council of Europe Conference of Sports Ministers in Hungary on 28/29 November 2016, where important resolutions on good governance, doping and the fight against match-fixing were adopted.

UEFA took part in the EU Sport Forum in Cyprus on 6 December 2016 and in an EU-structured dialogue meeting on major sporting events in Brussels on 5 December 2016, as well as moderating an EU seminar on sport diplomacy in Brussels on 6 December, at the invitation of the European Commission.

Another achievement was to secure the backing of the European Commission for UEFA's Together #WePlayStrong campaign aimed at making football the number one sport for women across Europe by 2020.

Finally, the period under review saw a number of positive judgments in cases regarding the compatibility of EU law

with UEFA's financial fair play regulations and the ban on third-party ownership (TPO). By the end of the year under review, a new memorandum of understanding had been concluded between UEFA and the EPFL.

Social dialogue meetings (including a plenary meeting in Brussels on 17 November 2016) were organised regarding the implementation of the minimum requirements for standard player contracts in Bosnia and Herzegovina, the Czech Republic, FYR Macedonia, Georgia, Kazakhstan, Malta, Serbia, Slovakia and Romania. Several national associations were assisted with the social dialogue process.

As part of its regular business activities, the unit represented UEFA at the general assemblies of European professional football stakeholders: ECA on 6 September 2016 and 28 March 2017, EPFL on 21 October 2016, 31 March 2017 and 6 June 2017, and FIFPro Division Europe on 16 and 17 May 2017.

Corporate governance and compliance

Governance remained high on UEFA's agenda in 2016/17, as demonstrated by the approval of new good governance reforms at the Congress in Helsinki at the end of the review period. During the year due diligence, monitoring and controls continued and several governance and compliance audits took place, leading to constructive exchanges and recommendations being submitted to UEFA's senior management.

With the EU's General Data Protection Regulation (GDPR) coming into force in

May 2018, heavier sanctions, notification obligations and other considerations will be introduced. In this context, particular attention will need to be paid to the way UEFA deals with the personal data of EU citizens. A project charter and impact analysis were produced by the corporate legal, ICT and corporate governance and compliance teams. The corporate governance and compliance team also took time out to investigate a possible revision of UEFA's risk management system and examine UEFA's current compliance framework, with a

view to addressing areas such as compliance culture, risks, programmes, organisation, communication, assessment and monitoring in a more efficient way. One of the objectives is to mitigate the risks of non-compliance by having the right tools and programmes in place. The satisfactory results achieved in the period under review are the fruit of cross-divisional cooperation and a clear understanding of the fact that compliance is both an individual and a collective responsibility.

Club licensing and financial fair play

Club licensing and financial fair play activities continued throughout the review period.

The Club Financial Control Body (CFCB) assessed the break-even situation and overdue payables of the 232 clubs taking part in the 2016/17 UEFA club competitions, meeting with a number of clubs and conducting various compliance visits over the course of the season. In June 2017, the CFCB investigatory chamber published its conclusions: only one club had failed to comply with the break-even requirement but agreed to sign a settlement agreement.

After assessing the situation of the clubs that had signed settlement agreements in previous seasons, the CFCB concluded that three of them had met the targets laid down in their respective agreements. As a result of this and the one new agreement signed, there were 12 settlement agreements being monitored as the 2016/17 season drew to a close.

The CFCB noted that the general impact of financial fair play had been positive,

with a significant drop in the number of clubs under investigation. Its assessments also indicated a 92% decrease in overdue payables since 2011, as well as a drop in disputed and deferred payments to players.

Meanwhile, the financial statements of more than 700 top-division clubs were submitted, enabling the CFCB to analyse in detail the latest trends and the clubs' financial situation. It found that combined club losses had decreased in 2016 for the fifth consecutive year, and now stood at €270m.

UEFA's annual club licensing and financial fair play workshop, held in Malta in September 2016, saw experts from all 55 UEFA member associations and representatives of other confederations discuss possible improvements to the UEFA Club Licensing and Financial Fair Play Regulations.

At the end of the 2017/18 licensing process, 491 top-division clubs were granted licences and 65 applications were refused, including five from clubs

that had qualified for a UEFA competition on sporting merit. A thorough investigation was conducted into the case of FC Salzburg and RB Leipzig after doubts were raised about their compliance with competition integrity rules, but following significant governance and structural changes by the clubs concerned, the CFCB decided to admit them both into the 2017/18 Champions League.

UEFA representatives attended a meeting with FIFA and the club licensing managers of all confederations as part of the ongoing consultation process surrounding the FIFA Club Licensing Regulations. Support was provided to confederations and national associations outside Europe in relation to their own implementation of financial regulations, and presentations were given at various conferences and academic programmes to explain the latest developments in club licensing and financial fair play, how the system works and the positive impact it has had on European club football.

Sports integrity

In February 2017, the fourth meeting of the UEFA match-fixing working group brought together numerous stakeholders in the fight against match-fixing and unregulated betting, including representatives of Europol, the Council of Europe and gambling authorities throughout Europe. The participants were reminded that stopping the manipulation of matches, unregulated betting and corruption was a priority for UEFA. With this in mind, meetings were also held with public authorities from various

European countries to strengthen cooperation in the fight against match-fixing, and resolutions on the subject were adopted at a Council of Europe conference of European sports ministers. UEFA further stepped up its efforts to protect the game by regrouping the integrity, disciplinary, anti-doping and medical units within a new 'protection of the game' hub, alongside the club licensing, financial fair play and security units, and a new intelligence centre. UEFA's betting fraud detection system remained in

operation, monitoring more than 30,000 UEFA and European domestic competition matches in 2016/17, and two UEFA integrity officer workshops were held to exchange information and experiences with the UEFA administration, discuss disciplinary proceedings and coordinate action. As in previous seasons, UEFA also organised education sessions for some 6,000 youth players and hundreds of referees and coaches to warn them of the dangers associated with match-fixing.

RESPECT

Activities organised around the theme of Respect constitute a core pillar of UEFA's social responsibility programme, alongside the promotion of diversity, peace and reconciliation, football for all abilities, health, respect for the environment and the fight against discrimination, racism and violence.

The annual No to Racism campaign took place in October 2016 during the two Football People action weeks organised by Fare, a pan-European network of bodies committed to the fight against intolerance and discrimination, with which UEFA has worked

closely since 2001. The campaign was publicised at 60 top men's and women's matches during the 2016/17 season, reaching millions of fans inside the stadiums and on TV. With activities organised across UEFA's 55 member associations, the No to Racism campaign aims to eliminate racism, intolerance and xenophobia. On match-day 3 of the Champions League and Europa League group stage, all team captains wore No to Racism branded armbands.

UEFA decided to launch a new campaign on this theme at the start of the 2017/18 season. Known as #EqualGame,

it seeks to promote the values of inclusion, gender equality and the fight against discrimination. Ahead of the campaign launch, video shoots took place throughout the continent to create a TV spot starring some of the biggest names of European football, such as Lionel Messi, Cristiano Ronaldo and Paul Pogba, alongside grassroots players from all forms of the game, both disabled and non-disabled. Written articles, videos and photos were also prepared for distribution via UEFA's various communication channels in order to give the campaign maximum exposure.



SOCIAL RESPONSIBILITY AND SUSTAINABILITY

The 2016/17 season was the last of the 2012–17 cycle of the UEFA football and social responsibility (FSR) programme. Numerous new projects and initiatives were launched in a spirit of social fair play with the aim of making UEFA's activities more socially responsible and sustainable.

This season saw the introduction of a social responsibility programme for the national associations, which is funded by the HatTrick programme to the tune of €2.75m per year.

As part of its efforts to make event organisation more inclusive and sustainable, UEFA is committed to making stadiums fully accessible to disabled people and encouraging host cities, in their mobility plans, to ensure that venues are accessible and easily reached by public transport, on foot or by bicycle. Through its no-smoking policy, UEFA promotes a safe and healthy environment by protecting all spectators attending matches from the known risks associated with passive smoking.

During the season under review, the 2015/16 UEFA football and social responsibility report was published, listing UEFA's various social responsibility activities, in which around €4.2m was invested, in areas such as inclusion, diversity, solidarity, peace and reconciliation, health, fan dialogue and the environment. The report, published for the fourth year running, was unveiled at a meeting of UEFA's social responsibility partners held at UEFA headquarters in June 2017, shortly before the end of the 2012–17 cycle.

The EURO 2016 social responsibility and sustainability post-event report was published in November 2016. It

describes the innovative strategy developed by UEFA and EURO 2016 SAS that enabled the tournament to obtain ISO 20121 certification, with new reference criteria drawn up for tournament social responsibility. The winners of the EURO 2016 Respect the Environment Awards were also announced, recognising environmental measures taken by the host cities and stadiums, as well as by UEFA and EURO 2016 SAS internal project teams.

Perfectly symbolising the close affiliation between UEFA's major competitions and social responsibility, the Real Madrid captain, Sergio Ramos, handed over a cheque for €100,000 to the International Committee of the Red Cross (ICRC) before the Champions League round of 16 first-leg match against SSC Napoli. It was the tenth year in a row in which UEFA had donated funds to the ICRC rehabilitation programme for landmine victims and other people with disabilities in Afghanistan. Social responsibility events were also held at the UEFA club competition finals, including a football match showcasing how colour-blind people see the game, designed to raise awareness about this issue, at the fan zone ahead of the Europa League final in Stockholm.

A number of other projects benefited from UEFA support in 2016/17, starting with the Homeless World Cup held in Glasgow from 10 to 16 July 2016, right at the beginning of the period under review. This event, which attracted over 500 participants from 52 countries, promoted important values such as social inclusion, respect, gender equality and team spirit, with one day of the tournament designated UEFA Respect Day. As in

previous seasons, UEFA also celebrated World Heart Day, which raises public awareness about the problem of cardiovascular disease, through a campaign supported by a host of UEFA ambassadors and football legends, including Clarence Seedorf, Patrik Andersson, Ian Rush, Ruud van Nistelrooy and Andrés Palop.

UEFA also gave its backing to the fifth week of action of the Centre for Access to Football in Europe (CAFE) in March 2017. Numerous activities were held all over Europe as part of this annual social responsibility campaign, which calls for greater inclusion of disabled people in football. Also in March, UEFA operated an hour-long social media black-out to mark the tenth edition of Earth Hour, an event that brings together millions of people across the world to highlight the issues of climate change.

In November 2016, representatives of the Serbian, Swiss and Ukrainian football associations, and of German clubs Bayer 04 Leverkusen and FC Schalke 04, participated in a seminar designed to give participants a better understanding of the social responsibility of European football. As the end of the 2012–17 FSR cycle approached, stakeholders were consulted on UEFA's future social responsibility strategy. The social responsibility and sustainability criteria for the club competition finals' bid requirements were defined, as were draft criteria on human rights for EURO 2024 bidders, produced in cooperation with the Sport and Rights Alliance.

UEFA FOUNDATION FOR CHILDREN

In its second full year of operation, the UEFA Foundation for Children, which aims to use sport to support humanitarian projects linked to children's rights in fields such as health, education and integration, stepped up its activities throughout Europe and beyond.

The foundation's first activity report, covering the period from April 2015 to June 2016, was published in December 2016. It revealed that 51 projects in 44 countries and 500,000 children and young adults had benefited from the foundation's support during its first year. In October 2016, the foundation's board of trustees decided to earmark €1m of financial support for 12 new projects following a call for projects for the 2016/17 season. For those projects, UEFA also promised to donate equipment, such as balls and bibs, that had been used at various UEFA courses, as well as IT equipment previously used at UEFA competitions.

The foundation ran various activities during UEFA competitions, giving children some unforgettable experiences. For example, two children from conflict zones – an Afghan and a Syrian – escorted the Real Madrid and Sevilla players at the 2016 Super Cup, while disadvantaged children from Stockholm accompanied the players onto the pitch at the 2016/17 Europa League final between Manchester United and Ajax in the Swedish capital. More than 800 children and parents linked to Cardiff-based charities that form part of the streetfootballworld network were given free tickets for the 2016/17 Women's Champions League final, at which 15 girls and their parents raised a giant banner in the centre circle before kick-off. A number of youngsters were invited to Champions League matches,



including the final. Meanwhile, six young people aged between 12 and 16 honed their film production skills by creating a special documentary at the 2016/17 Youth League finals.

The first UEFA Foundation for Children Awards ceremony was held at the House of European Football in Nyon in October 2016. Awards were presented to five charities promoting peace, integration, greater social harmony, respect for differences and non-discrimination.

A major project financed by the UEFA Foundation for Children, launched in 2015, reached fruition with the inauguration of the House of Sports at the Zaatari refugee camp in Jordan. This project gives 15,000 children from local communities in Jordan, which are home to many child refugees from Syria and other countries in conflict,

the chance to take part in sports and socio-educational activities, in particular football. Further initiatives have been launched in order to offer new hope to refugee and migrant children in European countries affected by the mass influx of migrants.

Four new members (Esther Gascón Carbajosa, Nathalie Iannetta-Sabattier, Elkhan Mammadov and Fiona May) were elected to the foundation's board of trustees at a meeting in May 2017, when it was also decided that the €1m in prize money for the 2017 UEFA Foundation for Children Awards should be shared among 20 organisations nominated by 20 national associations.

COMMUNICATIONS

The 2016/17 season was a busy one for the communications division before, during and after the Extraordinary UEFA Congress in Athens in September 2016, when the new UEFA president was elected. Information on the candidates was provided in the run-up to the event and 170 media representatives were looked after on the day of the Congress and at the following day's Executive Committee meeting. Following Aleksander Čeferin's election, the communications division presented his vision and plans and gave full coverage of his first official functions across UEFA's various communication channels. Meanwhile, the media intelligence team provided the new president with comprehensive briefings to help him settle into his role and get a clear, comprehensive picture of the state of the European game.

The first UEFA Congress to be chaired by the new president, in April 2017, was covered across all communication channels, with a solid content plan ensuring much broader exposure on digital platforms.

A total of 650,000 UEFA.com users cast 7.15 million votes for the 2016 UEFA Team of the Year, the results of which were announced in January 2017. The announcement of the team generated huge media coverage and high levels of web traffic, as did various digital innovations such as Facebook Live coverage of the UEFA club competitions, including training sessions and press conferences. This new video content, made possible with the support of UEFA Events SA, generated growth in terms of both reach and views. This is reflected in the excellent figures for UEFA's digital platforms in 2016/17, building on the impressive results achieved at EURO 2016.

The corporate communications team

fine-tuned UEFA's overall communications strategy in 2016/17 to ensure a modern, open and transparent internal and outward image for the organisation. It contributed to several major projects, including the overhaul of UEFA.org. Workshops were held in order to determine the requirements for the development and improvement of UEFA's corporate online content, a survey was sent out to identify users' and stakeholders' needs, and staff and external consultants were invited to share their ideas about how best to revamp the site. UEFA's digital production team in ICT was also closely involved in ensuring that the objectives and deadlines were met. This lengthy but highly constructive process culminated in the merger of UEFA.com and UEFA.org at the beginning of July 2017.

UEFA's No to Racism campaign and the Fare network's Football People action weeks were hugely successful, thanks in no small part to the exposure provided by UEFA's competitions. Buoyed by the success of the Respect campaign at EURO 2016, plans were then drawn up for a new campaign – #EqualGame – which will promote respect by advocating inclusion, diversity and accessibility. Before it was launched, video shoots involving big names in football such as Lionel Messi, Cristiano Ronaldo, Paul Pogba and Ada Hegerberg took place all over Europe for the purpose of TV spots promoting the campaign.

A tremendous amount of work was put into promoting the activities of the UEFA Foundation for Children in its second year of operation, as well as UEFA Grassroots Week and the start of the EURO 2020 countdown. The corporate communications team also prepared and managed the Champions

Festival and the Champions Gallery ahead of the finals in Cardiff, and produced cross-channel coverage of social responsibility events organised in the host city.

The media & PR unit published media releases and press kits, and organised press conferences and round-table meetings, all with the aim of explaining and promoting UEFA's activities. Its part in informing the media about the evolution of the UEFA club competitions for the 2018–21 cycle and the club competition revenue distribution system was especially vital. The launch of the EURO 2020 host city logos was another key event for the media & PR unit, which also managed the men's and women's UEFA Best Player in Europe awards, organising the votes for both awards in conjunction with the European Sports Media (ESM) group, and ensured the smooth running of media activities during the Ordinary UEFA Congress in Helsinki in early April 2017.

In addition to the monthly editions of the new-look UEFA Direct, the publications team produced various booklets, club manuals, brochures and competition technical reports, including the technical report on EURO 2016. It also published UEFA EURO 2016 – The Story, providing a full retrospective on that memorable tournament and all the work involved behind the scenes. Among the many other publications produced in 2016/17 were the EURO 2016 social responsibility and sustainability post-event report and the latest report on women's football across the national associations, not to mention the annual reports of the UEFA president, Executive Committee, committees and administration, which covered UEFA's activities between July 2015 and July



2016. The online editorial team launched a new and improved version of the European Qualifiers app and produced various online products for UEFA competition coverage. A Chinese website devoted to the Champions League was launched and mobile positioning was discussed with a view to further development next season.

Thanks to the football relations team, UEFA was able to call on a network of famous ambassadors. The 2016/17 Champions League group stage draw in Monaco was attended by a host of stars, including Ian Rush and Patrik Andersson, 2017 Champions League and Europa League final ambassadors respectively. The team also made all the necessary arrangements for the various nominees for the UEFA Best Player awards. Testing of the first version of the UEFA ambassador app was launched during the autumn

Champions League trophy tour, the various legs of which were supported by a number of high-profile players including Ryan Giggs in Egypt, and Carles Puyol, Luis García and Ronaldinho in Colombia, India and Vietnam.

Meanwhile, Robert Pirès and Christian Karembeu attended the Youth League finals in Nyon, and served as Champions League ambassadors on Facebook Live alongside Peter Schmeichel and David Trezeguet. Patrik Andersson and Ian Rush performed their roles as club competition final ambassadors perfectly, giving numerous interviews and visiting the fan zones, and more than 30 legends of the game lined up for the 11th Ultimate Champions exhibition match at the Champions Festival in Cardiff.

Back in Nyon, Time Out meetings, designed to inform staff of the latest

activities and developments within UEFA, remained a vital internal communication tool. Helping staff members to keep abreast of important UEFA events and topics, they are proving a great success, as demonstrated by the high levels of attendance seen in 2016/17. The intranet and the Inside UEFA quarterly magazine are also key internal communication platforms. Discussions and consultations were held and proposals examined with a view to improving both to support exchanges of information, foster relationships between divisions and units and give staff a sense of ownership and involvement.

LEGAL AND FINANCIAL ISSUES

Legal

Legal support was provided throughout 2016/17 in a number of areas relating to EURO 2016, such as the distribution of revenue, management of a criminal case in relation to volunteers and the winding up of EURO 2016 SAS, and no major tax, visa or customs issues were encountered. As always, UEFA's legal team was active in a variety of other areas, in particular the organisation of future club competition cycles. One major step forward was the formal incorporation of UEFA Club Competitions SA, a UEFA subsidiary whose role is to advise and submit recommendations to the Club Competitions Committee on matters relating to commercial strategy. Amendments were made to UEFA's memorandum of understanding with the ECA ahead of the 2018–21 club competition cycle and numerous media rights agreements were concluded for the forthcoming cycle, notably in France, Germany, Italy, Spain, the US, China and Japan.

On the national team competitions front, the national association declarations for 2018–22 were completed

and the commercial regulations for the new cycle were published at the start of the period under review. These regulations, which cover the European Qualifiers, the Nations League and friendly matches, were subsequently amended to allow for earlier payments to the national associations. The centralisation of national association and player imagery also kept the legal team occupied, and preparations for EURO 2020 continued apace, with the evaluation of several organisational models for the competition, the EURO 2020 trademark registration process, the implementation of tax agreements in each host country and the establishment of regular contact with the host associations and cities. The EURO 2024 bidding procedure and drafting of related documents were also high on the legal division's agenda.

During the review period, UEFA dealt with legal cases concerning a number of national associations: the Jersey Football Association's application for UEFA membership and its related appeal to the CAS, the Football Association of Serbia's appeal against

UEFA's admission of Kosovo, and mediation in Greece to enable the 2016/17 domestic season to get under way, including meetings with the Greek sports minister and the Hellenic Football Federation in Athens. Advice was given to several UEFA member associations, in particular the Gibraltar FA, concerning amendments to their statutes, and having opened a representative office in Brussels, UEFA established new services that helped a number of associations to access EU funding. Finally, UEFA's efforts to safeguard the long-term prosperity of football in Europe were bolstered by long-awaited judgments issued in three financial fair play cases by courts in Paris and Prague.

Finance

UEFA's financial assets stood at €2.1bn at the end of June 2017. Although UEFA's assets usually fall sharply in the year following a EURO, this figure is very close to that recorded at the end of the 2015/16 financial year (€2.2bn). Using these funds, UEFA continued to invest in corporate bonds in order to ease some of the pressure on its current accounts, which are not generating any interest or, in some

cases, are even subject to negative interest rates. The sale of rights for the 2015–18 club competition cycle was a great success, with income 38% higher than for the 2012–15 cycle. Also during the 2016/17 season, the new club competitions revenue distribution model for 2018/19 onwards was adopted, whereby UEFA's share will decrease as a percentage of total revenue, but will remain at around

€150m thanks to the increase in income. Meanwhile, the Compensation Committee, which is responsible for overseeing matters linked to the remuneration of UEFA's senior management, held its first meetings during the review period. A more detailed analysis of all financial aspects of the 2016/17 financial year can be found in the 2016/17 financial report.

OFFICE ADMINISTRATION

By 30 June 2017, UEFA had 514 employees, 470 of whom were on permanent contracts and 44 on fixed-term contracts.

During the review period, a Staff Council was established within the UEFA administration. The council, composed of elected employees, is a working group whose role is to ensure regular dialogue with senior management and act as a collective voice for UEFA's staff. This ensures that the staff's interests are taken into account in decision-making that affects working practices and continuing professional development.

The HR unit's UEFA People campaign, which aims to increase awareness of UEFA as an employer across Europe and showcase UEFA's staff, entered its second season in 2016/17. Meanwhile, a host of activities, including health checks, a talk on how to maintain a healthy work-life balance and visits to the match command centre, were organised as part of the I Care About My Health and Football First initiatives, which are both very popular with UEFA staff. The selection of continuous professional development courses offered to employees was also expanded.

The results of a staff survey on diversity and inclusion, conducted in partnership with the University of St Gallen, were presented at the beginning of March 2017, together with the measures that would be taken in response, and an extraordinary staff meeting was held to remind staff of the process for dealing with workplace conflicts and of UEFA's commitment to stamping out harassment. Based on lessons learned from EURO 2016,

during which UEFA's computer systems were successfully protected, a detailed study was undertaken in order to optimise ICT operations and services going forward. Meetings were held with Google to discuss the possibility of using its Street View technology to create virtual tours of the EURO 2020 stadiums, and a request for proposals was then launched to take the 'virtual stadium' project forward, with a view to conducting virtual stadium visits to limit or complement on-site inspections. Various studies and requests for proposals were launched in relation to the migration of part of the ICT infrastructure to the cloud and other projects relating to cybersecurity and UEFA's communication platforms. The integration of the UEFA.org website into UEFA.com was a significant development, as was the launch of a website dedicated to the Together #WePlayStrong campaign.

Facility management carried out numerous maintenance works across the UEFA campus during the period under review. The pitches at Colovray stadium were maintained throughout the season, with the main pitch receiving special attention ahead of the Youth League finals in Nyon. Meanwhile, new meeting rooms were installed or renovated and the groundwork was laid for the renovation of the kitchens and restaurant in the main UEFA building, where preparations were also made for major electrical upgrades.

The language services unit managed a large number of documents, amounting to more than 3 million words during the period under review. The three language sections (English, French and German) dealt with most requests in-house, including the

official EURO 2016 book and technical report, Congress and Executive Committee meeting minutes, and the previous reports of the UEFA president, Executive Committee and administration. The unit also provided interpreters at official UEFA meetings throughout the year.

The travel, accommodation and conferences unit booked several thousand overnight stays and flights for UEFA staff, officials, partners and guests during the 2016/17 season. It also worked on a number of medium and long-term projects, including the bid requirements for future club competition finals and EURO 2024 as regards accommodation.

The project to digitise all historical archives, including minutes, reports and other official documents, entered its third phase: around 4,300 documents (36,000 pages) were selected and catalogued, and tests were run on the future UEFA archive management system (OpenText eDocs), to be rolled out in autumn 2017. Meanwhile, work continued on the revision of UEFA's records management policy, in cooperation with the legal affairs division.

UEFA EVENTS SA – Marketing

After a 2015/16 season in which UEFA's successful EURO 2016 marketing activities were especially prominent, 2016/17 gave its partners strong visibility across a broad range of programmes, initiatives and events. A review of the activities carried out during EURO 2016 began as soon as the tournament concluded. Reports on fan experience, on-site activities, sponsor digital exposure and global TV audiences were published. The EURO 2016 sponsors gave extremely positive feedback about the sponsorship programme at debrief sessions, praising on-site delivery and the strong viewing and digital figures. The numbers obtained on the licensing side were also very high, with record sales of over 4.7 million for the official sticker album and 280 million packets of five stickers sold. Meanwhile, 550,000 purchase copies of PES 2016, the official EURO 2016 video game, were sold and one million free downloads were recorded by existing Pro Evolution Soccer 2016 users.

Internal debrief and review sessions were held in the months following EURO 2016 in order to build on the tournament's success. Meanwhile, preparations for EURO 2020 were already in full swing, with the unveiling of the tournament logo at London's City Hall on 21 September 2016, in the presence of the UEFA president, Aleksander Čeferin, and the mayor of London, Sadiq Khan. The bridge, symbolising the link between cultures, is the central element of the logo of a tournament that, to mark its 60th birthday, will be staged right across Europe. All 13 host city logos were launched at official ceremonies held between September 2016 and January 2017, many of them attended by the UEFA president.

In the run-up to the final, the Champions League trophy tour helped to

promote the competition both in Europe and beyond. In the autumn, the trophy, presented by UniCredit, travelled to Romania, Serbia, Bosnia and Herzegovina, Croatia and Hungary, before leaving European shores in spring 2017 to be presented by Heineken in Panama, Colombia, Egypt, India and Vietnam.

Ahead of the Champions League final in Cardiff, two UEFA fan competition winners and 38 partner competition winners played in a fan match, in which former England goalkeeper David James participated. A similar match took place at the Europa League final in Stockholm. In addition, six UEFA fan competition winners and 244 partner competition winners attended the Champions League final in the company of ex-England international Teddy Sheringham.

On the day of the Women's Champions League final in Cardiff, UEFA launched its marketing campaign for women's football, which is aiming to make football the most popular women's sport across Europe by 2020. The Together #WePlayStrong campaign is designed to offer all UEFA member associations a dynamic programme to increase women's participation in football. Facebook, Instagram, Twitter and Giphy accounts were opened, along with activations on the Musical.ly platform.

A Champions League and Europa League partner workshop was held at the draw for the two competitions in Monaco at the start of the 2016/17 season, the second of the sponsorship and licensing programme for the 2015–18 club competition cycle. With the help of product improvements and enhanced social media promotions, the number of engaged users across Champions League sole and exclusive products more than

doubled compared with previous seasons. Meanwhile, a licensing deal was signed with Panini to produce physical and digital sticker albums for Women's EURO 2017. The invitations to tender for the supply of the official match balls, apparel and merchandising rights for the 2018–21 Champions League and Europa League cycle were issued in January 2017.

In November 2016, a KISS marketing workshop and awards ceremony, held in Athens, saw 17 nominees – selected from 85 applications – present their projects in front of representatives from around 50 national associations. Representatives from Bosnia and Herzegovina, Croatia, FYR Macedonia, Kosovo, Romania, Serbia and Slovenia took part in the first-ever regional marketing meeting in Zagreb, while the UEFA GROW programme provided marketing support to 27 national associations.

Numerous agreements were signed for UEFA competition media rights, with broadcasters remaining eager to acquire these competitions. Contracts have already been signed in many countries for EURO 2020, as well as for the 2018–22 cycle of national team competitions. Following the appointment of Polsat and Eurosport as host broadcasters for the European Under-21 Championship final round and Women's EURO 2017 respectively, many other broadcasting and sublicensing contracts were signed. Meanwhile, invitations to tender for the 2018–21 Champions League and Europa League rights were launched and initial contracts were signed in countries including the United Kingdom, France, Italy and the USA (Spanish-language rights).

TV production

During the 2016/17 season, and building on the award-winning delivery of EURO 2016, the TV production unit was responsible for quality control, coordination and delivery of host broadcasts across all UEFA competitions. It also provided UEFA's various broadcast partners with a wealth of additional programming content as well as digital broadcasting solutions for their second screen activations.

The team was heavily involved in all three club competition finals. For the first time, key unilateral services to broadcasters were centralised, thereby ensuring the highest level of control. Site visits, workshops and preparations had begun more than a year before the showcase events. In Cardiff, the team worked very closely with BT Sport in their delivery of the Champions League final, supporting them in particular with their ultra-high definition (4K) coverage. Coverage of the Europa League final in Stockholm, delivered by Discovery Networks Sweden, was equally comprehensive.

Other live broadcast highlights from the season include the coordination of the European Under-21 Championship final tournament in Poland with host broadcaster Polsat. On-site support was also provided for the Futsal Cup finals in Kazakhstan, where Eurosport was the host broadcaster. Preparations for EURO 2020 continued throughout the year under review, including site visits to the 13 stadiums and to a number of potential sites for the international broadcast centre (IBC).

Visits, workshops and on-site broadcaster support were also implemented across Europe to ensure the successful

delivery of the European Qualifiers for 2018 World Cup, ensuring that all UEFA's technical and production requirements were met. The unit was on hand throughout the season to monitor TV coverage from all of UEFA's competitions back in Nyon in UEFA's dedicated match command centre, from where broadcasters were provided with comprehensive support and feedback.

The additional programming team delivered a wide selection of club and city profiles and promotional trailers to enable broadcasters to promote UEFA's competitions in their territories. Broadcasters were also provided with an instant highlights feed showing all the key match action in real time each match night, centrally produced highlights delivered at the close of the evening, and extended magazine programmes. The team also worked very closely with the communications division to provide live social media coverage of press conferences, training sessions and other events around matches, and delivered various in-house UEFA videos and coverage, including those screened at the UEFA Congress.

Digital broadcasting activities included the first live streaming of a Champions League final in 360° virtual reality, using 12 dedicated cameras. Subscribing broadcast partners also had the opportunity to harvest 360° clips online. The team coordinated the streaming of the Champions League draws on UEFA.com and social media, and worked closely with BT Sport and PlayStation in the delivery of their apps for the final. UEFA's digital strategy was also high on the agenda during the period.





UEFA EVENTS SA – Operations

UEFA EURO 2020

The operations team closed the EURO 2016 project at the start of the period under review, organising a number of debrief sessions to assess the management of – and learn lessons from – the tournament in France prior to the publication of the final report.

The team's focus then quickly switched to preparations for EURO 2020, including the organisation and management of the host city logo unveiling programme.

As a direct result of the broad geographical spread of the EURO 2020 host cities, one of the main challenges for the tournament organisers is efficient communication between UEFA and each of the local organising structures (LOS). With this in mind, an ambitious online communication and document-sharing platform was developed over several months and its launch was an important milestone of the 2016/17 season. Known as Bridge in order to reflect the central theme of EURO 2020 (each host city's logo features one of its iconic bridges), the platform was launched in June 2017 after the LOS teams had received intensive training.

The EURO 2020 LOS liaison office also held a workshop in February 2017, bringing together the LOS teams and UEFA colleagues for the second time, following an inaugural meeting in Nyon a year earlier.

The LOS project leaders were then joined by 32 host city representatives at the first EURO 2020 host city workshop at UEFA headquarters in March 2017. The agenda for the workshop, which received a positive response from participants, included host city relations management, tournament promotion, fan zones, social responsibility and sustainability.

Meanwhile, members of the operations team paid initial working visits to Glasgow, London, Dublin, Rome, Munich, Bucharest, Copenhagen, Bilbao and Amsterdam.

A second round of visits was planned for between November 2017 and March 2018, and a number of potential sites for the International Broadcast Centre (IBC) were inspected.

The CEO office of UEFA Events SA, established during the final quarter of 2016 to take responsibility for various tasks previously spread across the company, was quickly pressed into service. The unit works closely with the CEO of UEFA Events SA in the areas of management and administration, and is responsible for knowledge management, event training, event workforce management, programme management, sustainability and innovation. It has already carried out a number of important tasks related to EURO 2020. In

cooperation with the finance division, for example, it has compiled financial and workforce-related needs for the tournament and helped the legal division by answering key organisational questions related to the tournament's structure. Working with the football and social responsibility unit, the CEO office also established the key priorities for future events in terms of social responsibility and sustainability. A comparison was also made between sustainability-related EURO 2020 bidding requirements and the host cities' proposals.

Another significant organisational change during the period under review was the reorganisation of the logistics operations unit, which was renamed event operations. The new name better describes the wide range of activities undertaken which fall outside logistics in its traditional sense, such as signage and the design and production of a broad variety of branded items bearing the different UEFA competition marks.

Other national team competitions

Preparations for Women's EURO 2017 (in the Netherlands) and the European Under-21 Championship finals (in Poland) continued well in advance of the respective tournaments, with site visits conducted at the different venues. The draws, held in the respective host countries, provided an opportunity to organise various workshops before public ticket sales began. In

particular, a European Under-21 Championship event promotion workshop was held in Warsaw, involving representatives of all the host cities and commercial partners. Attendances at the matches in Poland were pleasing, while sponsors added to the public's excitement with numerous activations.

The operations team remained busy throughout 2016/17 with preparations for the various youth competition final tournaments, including site visits in all the host countries. Its efforts were duly rewarded as all the tournaments ran seamlessly and were well attended. Two official site visits also took place for Futsal EURO 2018 in Slovenia.

Club competition finals

Preparations for the 2017 club competition finals were a common thread throughout the 2016/17 season. Several site visits to the final venues were completed, each facilitating further fine-tuning as the event approached. The city of Cardiff, which hosted the 2017 Champions League and Women's Champions League finals, received particular attention, with a focus on city activities and Champions Festival plans ahead of the finals themselves.

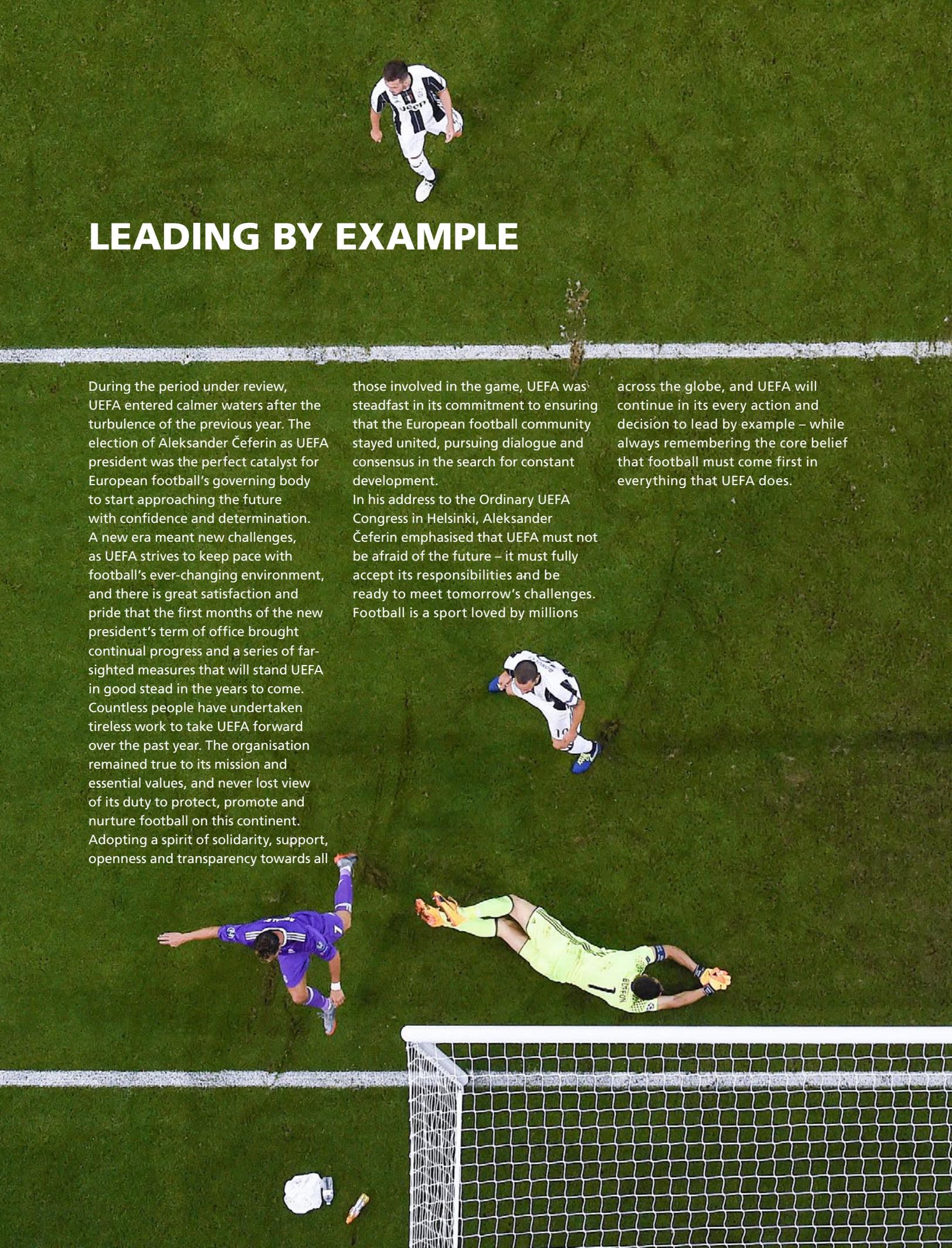
At the Champions League final, the trophy ceremony took place on the pitch and the Black Eyed Peas performed at the opening ceremony. Public interest in the final remained strong, with applications received for almost 350,000 tickets. The match was played in a sold-out National Stadium of Wales (65,842 people) and generated a total of £12.5m. Hospitality areas were sold out and over 100,000 supporters visited the Champions Festival in Cardiff Bay. Meanwhile, 22,433 spectators, the second largest crowd for a women's final, watched the Women's Champions League final at Cardiff City Stadium.

An unprecedented 120,778 requests for 45,932 general public tickets were received for the Europa League final. Staged at the Friends Arena in Stockholm, where the pitch had been replaced shortly before the event, this final generated €3.97m, with all public tickets (46,961 spectators) and hospitality areas sold out. Swedish House Mafia had planned to perform at the opening ceremony but all ceremonies were cancelled after the terror attack in Manchester days before the final. A total of 266 volunteers contributed to the success of the Europa League final

in Stockholm, while 531 UEFA and 500 LOC volunteers were deployed at the finals in Cardiff.

A number of site visits took place at the stadiums that will host the 2018 Champions League and Europa League finals in Kyiv (Ukraine) and Lyon (France) respectively. Initial planning for both finals got under way and a comprehensive status report was submitted to the Ukrainian Football Federation (FFU) regarding key issues related to the preparations.





LEADING BY EXAMPLE

During the period under review, UEFA entered calmer waters after the turbulence of the previous year. The election of Aleksander Čeferin as UEFA president was the perfect catalyst for European football's governing body to start approaching the future with confidence and determination. A new era meant new challenges, as UEFA strives to keep pace with football's ever-changing environment, and there is great satisfaction and pride that the first months of the new president's term of office brought continual progress and a series of far-sighted measures that will stand UEFA in good stead in the years to come. Countless people have undertaken tireless work to take UEFA forward over the past year. The organisation remained true to its mission and essential values, and never lost view of its duty to protect, promote and nurture football on this continent. Adopting a spirit of solidarity, support, openness and transparency towards all

those involved in the game, UEFA was steadfast in its commitment to ensuring that the European football community stayed united, pursuing dialogue and consensus in the search for constant development.

In his address to the Ordinary UEFA Congress in Helsinki, Aleksander Čeferin emphasised that UEFA must not be afraid of the future – it must fully accept its responsibilities and be ready to meet tomorrow's challenges. Football is a sport loved by millions

across the globe, and UEFA will continue in its every action and decision to lead by example – while always remembering the core belief that football must come first in everything that UEFA does.



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