



Report of the President and Executive Committee
Report of the UEFA Administration
2013/14

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Address by the UEFA President
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XXXVIII
Ordinary UEFA Congress
2014 Astana



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I. Report of the President and Executive Committee

1 July 2013 – 30 June 2014

SUMMARY

The UEFA President and Executive Committee have guided UEFA through another extremely intense year. The European governing body was as busy as ever in the 2013/14 period, both on and off the field, with memorable matches, goals and performances accompanied by key decisions aimed at taking European football into the future with confidence.

On the pitch, the UEFA Champions League again justified its billing as Europe's blue-riband club competition in both sporting and commercial terms. Its sister competition, the UEFA Europa League, continues to grow as a spectacle, and has established itself as an attractive feature on the European football landscape. The two finals in Lisbon and Turin respectively capped the season. Both competitions will be graced by some of the young stars who made the inaugural UEFA Youth League season such a success, with a final round in Nyon bringing the competition, featuring the Under-19 teams of clubs taking part in the UEFA Champions League group stage, to an exciting climax.

National team football also enjoyed the spotlight in the period under review. Women's football took pride of place in July 2013 with the Women's EURO final round in Sweden, which broke numerous records and set new standards for this sector of the game. Preparations for EURO 2016 moved on apace with the qualifying competition draw in Nice in February 2014, while an exciting innovation will see 13 European cities host matches at UEFA 2020 – a true 'EURO for Europe'. The youth competitions were also staged successfully by a series of outstanding hosts – Lithuania (U19s), Malta (U17s), Wales (Women's U19s) and England (Women's U17s). Futsal's popularity grows yearly, and the latest Futsal EURO in Belgium in early 2014 raised the bar in terms of quality and organisation.

Off the pitch, 2013/14 was notable for UEFA's unstinting efforts to preserve European football's well-being and integrity. The campaign to eradicate match-fixing and corruption from the game was stepped up; the zero-tolerance stance against racism and discrimination in football was consolidated; and the fight against doping remained a major priority. There has been encouraging support for UEFA's efforts from the European national associations and other sectors of the European football community, and UEFA will continue to pursue education, prevention and punishment as the main instruments to counter these dangers. In addition, UEFA's financial fair play measures – designed to safeguard the financial stability of European club football – have begun to have a positive effect, thanks in no small part to the diligent work of the Club Financial Control Body (CFCB). The relationship with the European Union remains positive, with UEFA defending football's interests and the European political authorities understanding the need for fruitful dialogue and often responding favourably to UEFA's policies and initiatives.

The UEFA President and Executive Committee have remained true to their course, and have worked hard to nurture European football's good health. They have done so through careful decision-making, while also pursuing constant dialogue, consultation and exchanges at UEFA events and committee/working meetings, as well as on the major platform provided by the UEFA Congress. This policy will continue to be pursued in the future, and football will always come first. The Executive Committee remains committed to working for the good of the European game and ensuring its overall well-being in the future.

COMPETITIONS

National team competitions

UEFA relishes its responsibility towards national team football, a source of national identity and footballing pride. This commitment was reinforced during the period under review. The 'EURO for Europe' approach to the European Championship final tournament in 2020 received strong support from the member associations. Moreover, the new 'Week of Football' concept for the European Qualifiers for EURO 2016 and the 2018 World Cup will allow fans to watch more international football than ever before.

Women's football continues to blossom, and its development at the elite level was evident at the Women's EURO in Sweden. Not only did the tournament excel on the field, with outstanding games, superb goals and gifted players – the final round set new benchmarks, especially in terms of stadium crowds and television audiences. Over 216,000 people

came to the matches, and there were record TV viewing figures. Live broadcasts took place on all six populated continents, and 50 broadcasters aired coverage of the tournament. The total cumulative TV audience for the tournament was 133 million – more than double that for the 2009 final round – and the final between Norway and Germany was seen live by over 15.9 million viewers, a 59% increase on the final in Finland four years earlier. Packed fan zones in Sweden emphasised the public response to the tournament, which left a profound legacy for the future of the women's game.

The Top Executive Programme (TEP) strategy meeting in Dubrovnik, Croatia, in September 2013 provided an ideal opportunity for the presidents and general secretaries of UEFA's 54 member associations to address important sporting and political matters – and to provide crucial input to the UEFA Executive Committee.

The associations have been consistent in their wish to raise the profile of national team



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football, and the Dubrovnik discussions were shaped by the desire of the UEFA member associations to further promote and develop senior national team competitions for the long term, while keeping in mind the agreed international match calendar and respecting the principle of unity and solidarity across the associations.

The European Championship final round in 2020 took further shape under the UEFA Executive Committee's guidance during the period under review. The 'EURO for Europe' – which emerged from an idea of the UEFA President – will take place in 13 cities across the continent. The Executive Committee gave the go-ahead to the project in December 2012, and the 2013/14 period saw Europe's national associations also give a warm welcome to this innovative move, which will lend a special ambience to the tournament as it celebrates its 60th birthday. The idea also underlines the Executive Committee's firm wish to involve as many national associations as possible in the organisation of major UEFA events.

In September 2013, the committee was able to confirm that 32 member associations – well over half of UEFA's membership – had declared an interest in staging matches in 2020. The games were split into 13 different packages, with 12 standard packages, including three group matches and one knockout round match (round of 16 or quarter-finals), and one package for the semi-finals and the final. Each

of the 32 associations were allowed to present up to two bids – one for the standard package and one for the semi-finals/final package. The candidates had the right to change their initial host city selection, but had to submit their final bid dossier by 25 April 2014. Following the expiry of this deadline, UEFA said it had received final bid dossiers to host EURO 2020 from 19 member associations representing 19 candidate cities. The final decision on the appointment of the 13 hosts of EURO 2020 was to be taken by the Executive Committee on 19 September 2014 in Geneva. The voting procedure for the allocation of EURO 2020 matches was confirmed, and the announcement ceremony was to take place at the Espace Hippomène in Geneva after the Executive Committee's decision.

The Executive Committee also approved the draw procedure for the EURO 2016 qualifying competition draw in Nice in February 2014. The participating teams were to be drawn into nine groups: eight groups of six teams and one group of five teams. The nine group winners, the nine runners-up and the best third-placed team will qualify directly for the EURO 2016 final round. The eight remaining third-placed teams will contest home-and-away play-off matches to determine the remaining four teams to qualify for the final tournament.

The teams drawn into the group of five teams were to have France added to their group, for the purpose of playing centralised friendlies in accordance with the 'Week of Football' match schedule. This scheduling format for the European Qualifiers for EURO 2016 and the 2018 World Cup involves matches taking place from Thursday to Tuesday. Kick-off times are being largely set at 18.00CET and 20.45CET on Saturdays and Sundays and 20.45CET for Thursdays, Fridays, Mondays and Tuesdays. On double-header matchweeks, teams play on Thursday and Sunday, Friday and Monday or Saturday and Tuesday.

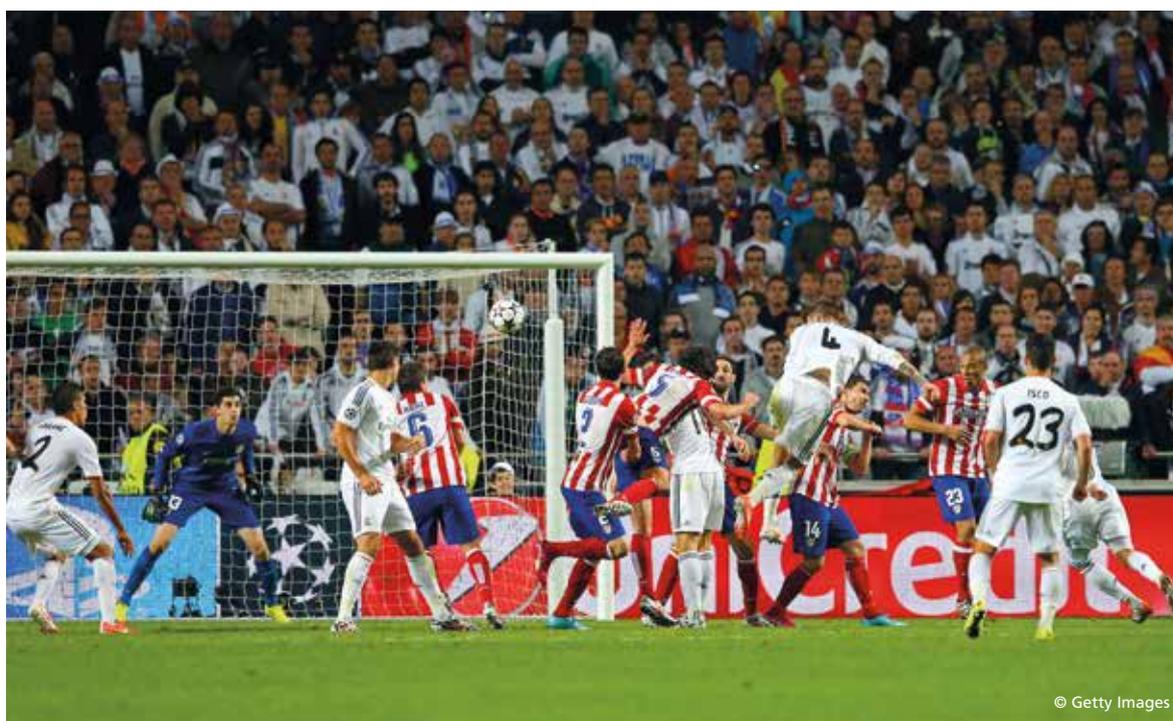
During 2013/14, the UEFA Executive Committee was involved in the planning and preparation of a proposed new national team competition – the UEFA Nations League. This culminated in the adoption by the UEFA Congress in Astana in March 2014 of a four-point resolution – ‘National Men’s A-team Competitions 2018-2022’ – which will see the introduction of the new competition from 2018. The UEFA Nations League has emerged from the desire of UEFA and its President to reinforce the status of national team football, and the related wish of the associations for more sporting meaning in the national team game.

The Executive Committee also ratified the request made by the member associations in Dubrovnik to retain the current date format of the European Under-21 Championship final tournament, keeping it in odd years after 2015. The 2013–15 European Under-21 Championship final tournament dates in the Czech Republic were also confirmed – from 17 to 30 June 2015. In addition, the Executive Committee decided in January 2014 to increase

the number of teams participating in the European Under-21 Championship final tournament from 8 to 12 for the 2017 edition. This will give more teams and players the chance to participate in the final tournament of the competition.

Club competitions

UEFA’s club competitions have continued to excel in sporting and commercial terms – demonstrating the massive appeal of club football and the exploits of the stars who take part. Gross commercial revenue from the 2013/14 UEFA Champions League and UEFA Super Cup totalled some €1.419bn, and revenue from the UEFA Europa League amounted to €243m. The main beneficiaries of this revenue were the clubs who took part. In addition, solidarity payments from the UEFA Champions League are earmarked for top-division clubs not involved in the group stage to invest in youth development and local community programmes.



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Both competitions are continuing to attract the fans to the stadiums and to watch the action on television. More than 7 million spectators attended UEFA Champions League matches (from the first qualifying round to the final), and more than 5.5 million were present at UEFA Europa League games (first qualifying round to the final).

At its meeting in Dubrovnik, the Executive Committee accepted the proposal favoured by the majority of UEFA's member associations, expressed at the preceding strategic talks, that for the 2015–18 cycle, the UEFA Europa League regulations should be changed – so that should the domestic cup winner of a particular association qualify for the UEFA Champions League through its final domestic league position, its place in the UEFA Europa League should go to the club that had finished the respective league championship immediately below the other club or clubs that had already qualified for the UEFA Europa League, instead of to the domestic cup runners-up of the association concerned.

A disciplinary-related decision taken for 2014/15 means that yellow cards given in the UEFA Champions League and UEFA Europa League, up to and including the quarter-finals, will be written off before the semi-finals, in order to make sure that players will not possibly miss out on the final due to multiple bookings.

From an organisational perspective, Lisbon's Estádio da Luz hosted the 2013/14 UEFA Champions League final – the all-Spanish capital city derby between Real Madrid CF and Club Atlético de Madrid – while the UEFA Europa League final between Sevilla FC and SL Benfica was staged at the Juventus Stadium in Turin.

Lisbon also hosted the UEFA Women's Champions League final, and the Estádio do Restelo was privileged to stage a classic

seven-goal thriller between Tyresö FF and VfL Wolfsburg which highlighted the massive strides taken forward in the women's game in terms of tactics, technique and skill. The UEFA Best Women's Player in Europe Award was presented for the first time in September 2013 to reward excellence at the highest level – Germany's goalkeeper Nadine Angerer winning the inaugural award. The award sits comfortably together with the men's UEFA Best Player in Europe Award, presented at the Monaco events which herald the new season, and won by FC Bayern München's Frenchman Franck Ribéry in 2013.

The UEFA Super Cup is now being staged across Europe, and gives national associations the opportunity to host this gala occasion between the previous season's UEFA Champions League and UEFA Europa League winners. In August 2013, Prague's Stadion Eden was the proud venue for the match between FC Bayern München and Chelsea FC.

In line with UEFA's wish that the hosting of UEFA finals or final rounds should be spread across national associations, Azerbaijan received the honour of its first ever final round in April 2014, when it staged the climax to the UEFA Futsal Cup.

The UEFA Executive Committee remains a keen observer and guardian of UEFA's competitions – club and national team events – with every decision it takes, including approval of changes in regulations, designed to enhance and further develop the competitions in their various facets.

Refereeing

UEFA's commitment to further improving the quality of European refereeing at men's and women's levels remains steadfast, and the Executive Committee continues to devote its utmost attention to the development of UEFA match officials and all matters involving refereeing. In January 2014, the committee

approved the trial use of vanishing spray paint by referees at the European Under-17 Championship final round in Malta in May 2014. The spray allows the referee to mark the line where the defending team must set up its defensive wall before a free-kick is taken. The trial was successful, heralding the potential use of the spray in future UEFA competitions.



OFF THE FIELD

The Executive Committee's agenda entails deliberation and decisions on issues stretching across the broad palette of European football. A considerable number of items were also discussed within the Professional Football Strategy Council (PFSC), which comprises the UEFA President and four UEFA vice-presidents, as well as representatives of the European Club Association (ECA), the European Professional Football Leagues (EPFL) and the professional players' union FIFPro Division Europe.

Financial fair play

UEFA has made the long-term safeguarding of European club football's financial stability a major priority, and it became clear during the period under review that the financial fair play measures are beginning to have a positive effect with clubs' overdue payables reducing by more than 80% and losses reducing by more than half (from € 1.7bn to less than €800m). The various criteria that were fully implemented during the 2013/14 season are aimed at helping clubs

manage and balance their income and costs in a sustainable way in order to counter the financial excesses and irresponsible spending that have pushed some European clubs into serious financial difficulty in recent years. The financial fair play measures have the support of the entire European football family, and have also been welcomed by the European political authorities.

From the 2013/14 season, clubs must ensure that they break even, i.e. they do not spend more than they earn. The Club Financial Control Body, the two-chamber body which oversees the correct application of the UEFA Club Licensing and Fair Play Regulations, has been hard at work monitoring the situation, requesting additional information and audits if needed, and taking disciplinary action when necessary.

In April 2014, UEFA issued its latest benchmarking report reviewing the financial performances of some 700 clubs. The report gave positive signs that financial fair play is having an impact. The figures, among others, showed almost €600m lower losses than in each of the previous two years. The positive effect of financial fair play was also illustrated by the continued reduction in the total of overdue payables to just €8m from a figure of €57m in 2010/11. This gives rise to optimism for the future, but UEFA and the Executive Committee are fully aware that the work must continue to provide stable foundations from which football can flourish in the coming years.

Integrity

The Executive Committee has identified the fight against match-fixing and corruption as a key activity for UEFA, given that match-fixing is seen as one of the most serious threats to the integrity of the game and its competitions.

UEFA has pursued a programme of education for players, match officials and coaches in this respect. A betting fraud detection system

monitors over 30,000 matches each season. The UEFA Disciplinary Regulations have been strengthened to combat the threat of match-fixing, and a zero-tolerance policy is deployed towards those who are found guilty of match-fixing and related offences. However, UEFA and its member associations are conscious that football authorities are not equipped to solve the problem of match-fixing on their own. It is only by working together with government authorities and law enforcement agencies that this problem can be eliminated once and for all.

In December 2013, the Executive Committee gave its backing to an 11-point resolution for the integrity of football. The draft document was submitted to UEFA's 54 member associations within a consultation process. The Executive Committee categorically asked the associations to have concrete, effective and consistent policies in place against match-fixing. A vote on the resolution took place at the UEFA Congress in Astana in March 2014, with all associations unanimously adopting it. The resolution is aimed at dealing with match-fixing and corruption and addresses five specific topics: education, regulation, reporting, law enforcement and strong sanctions. In adopting the resolution, the UEFA member associations agreed to educate their domestic football families by having a coherent plan for education and protection/prevention, harmonising their regulations (minimum standards/abolishing the statute of limitations), implementing reporting systems/procedures, cooperating with domestic law enforcement agencies, and imposing strong sanctions on any persons involved in match-fixing.

The Executive Committee's wishes in the field of match-fixing are gradually being met. In May 2014, UEFA and the European Union's law enforcement agency Europol signed a memorandum of understanding aimed at reinforcing the fight against match-fixing, while the previous month, an inaugural meeting of the UEFA working group on match-fixing was



attended by state and national football association prosecutors, police and crime prevention officials, and betting and gambling experts from numerous European countries, in what was the first official exchange between all parties involved in combatting match-fixing.

In addition, the committee has welcomed UEFA's determined work in the anti-doping sector. The 2013/14 season saw the introduction of blood-testing following an earlier decision by the committee, and educational work to warn young footballers in particular is being stepped up. UEFA has also remained proactive in efforts to curb violence at football matches, and continued to express its strong opposition to third-party ownership of players, which it feels is a serious danger to competitions and their integrity.

Social responsibility

During the review period, the Executive Committee continued to campaign vigorously against racism, intolerance and discrimination in football. On several occasions, the committee emphasised its zero-tolerance attitude vis-à-vis these phenomena, which unfortunately continue to manifest themselves. UEFA works in close tandem with the FARE network in this area and, every autumn, the UEFA Champions League and UEFA Europa League third matchdays provide an ideal platform to showcase the efforts that are being made in this direction by the European football family and its partners.

A new article on racism and other forms of discrimination was added to the UEFA Statutes following its approval by the Executive Committee and adoption at the UEFA Congress in Astana in March 2014. The article stipulates that member associations should implement, as soon as practicable, an effective policy aimed at eradicating racism and discrimination from football and apply a regulatory framework providing for any such behaviour to be strictly sanctioned by serious suspensions for players and officials, as well as partial and full stadium closures if supporters engage in racist behaviour.

In May 2014, the Executive Committee repeated a call for strict sanctions to be applied in the event of incidents of a racist nature at football matches. The call, made at the committee's Turin meeting following a spate of recent incidents, urged the responsible authorities to implement the strong measures approved at the London Congress in 2013. The Executive Committee stressed the importance of strict application of the three-step procedure which empowers referees to abandon a match

in case of racist behaviour by fans. The committee called on member associations and stakeholders to follow the UEFA guidelines in sanctioning all guilty parties.

The UEFA foundation project structure took shape in this period. The foundation, approved by the UEFA member associations at the 2014 Ordinary UEFA Congress in Astana, will comprise a board, secretariat and auditing body, and help children by providing support in the areas of health, education, access to sport, personal development, integration of minorities and defending the rights of the child.

The Executive Committee maintains a keen interest in UEFA's social responsibility work, and takes key decisions when so required. An important element of UEFA's mission is to contribute to football activities in other parts of the world, and the committee is determined to adhere to this mission – one example being the contribution being made by UEFA, through football, to improving the lives of Syrian refugees at a refugee camp in Jordan, under a memorandum of understanding with the Asian



Football Development Project (AFDP). In addition, the social development programme 'Just Play' – run by the Oceania Football Confederation (OFC) with UEFA as one of the partners – has proved successful, winning the Federation of the Year award at the 2013 Peace and Sport Awards. The programme is for children aged between 6 and 12 in primary schools and communities of the OFC's 11 member countries in the Pacific region, and the award rewards a national or international sports federation programme that contributes to the development of social integration and peace through sport.

Development programmes

UEFA has football's development and well-being at the heart of all of its activities. The Executive Committee's measures and decisions are fully in line with this commitment, as it strives to nurture the European game in terms of football infrastructures, technical aspects, management and governance, and the progress of its member national associations.

At its meeting in Astana in March 2014, the committee approved the financial distribution scheme for the HatTrick IV programme, with a total of €600m earmarked for UEFA's 54 member associations to support their activities and fund long-term investment, in order to develop and foster football at all levels.

Since its inception in 2003, revenues from the European Championship have been channelled from UEFA to its member associations, and have helped, among others, to construct stadiums and training centres for youth and senior national teams, and build and renovate administrative headquarters, in addition to installing thousands of mini-pitches across Europe, thus strengthening grassroots football and youth development. The HatTrick programme continues to provide solidarity funding to enable participation in UEFA youth, women's and amateur competitions, and

funds the UEFA Women's Football Development Programme, as well as knowledge-sharing activities (KISS), and association staff management skills development, through a series of educational initiatives.

The Astana Congress was informed of the impending launch of a new youth development programme, in order to both foster the nurturing of homegrown players at national level and ensure the introduction of football in schools.

The UEFA Women in Football Leadership Programme (WFLP) was launched in 2014. It looks to identify individuals who have the potential to become leaders, and aims at helping them to develop the requisite skills. Moreover, women already in leadership positions will be offered additional support in their roles.



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The further development of women's football is certainly in safe hands. UEFA and the national associations are cooperating impressively within the UEFA Women's Football Development Programme. UEFA has taken hold of the moment – the Executive Committee has reacted to the massive growth of the female game on this continent, in both registered players and participation, with a series of decisions to push this sector forward. UEFA is prompting FAs to set strategic and financial targets, recommending that women take up key roles,

and urging all associations to have a domestic women's league, launch marketing programmes and strengthen grassroots work. The appointment of prominent women's football figures, such as top players, in ambassadorial roles also gives a high profile to women's football promotion.

An important priority for UEFA is to organise and stage various development programmes in which national associations are able to exchange information and share advice for the overall well-being of the European game. The Study Group Scheme fosters technical exchanges; the UEFA Football Doctor Education Programme disseminates medical knowledge and expertise; the KISS knowledge-sharing programme promotes solidarity and equality across the European football family in a variety of areas; and courses and workshops, among others, for referees and coaches continue to prove their value in improving standards in both of these sectors.

Stakeholder relations

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

During the year under review, the Executive Committee discussed a variety of issues, which included the timing of the 2022 FIFA World Cup in Qatar, the implementation of revised FIFA Standard Statutes, and the implementation of the FIFA reform process, including proposed age limits with respect to appointment/election to a FIFA body and the term of office of the FIFA President. The strategic meeting in Dubrovnik in September

2013 saw the national associations put forward their views on various topics, and the associations remained involved in a constant consultation process before the European body submitted proposals and viewpoints for consideration by FIFA.

UEFA has also pursued good relations with its sister continental confederations. In February 2014, the European body signed a memorandum of understanding with the African confederation, CAF, thereby strengthening relations and mutual cooperation. This was followed in April 2014 by the signing of a memorandum of understanding between UEFA and the Confederation of North, Central American and Caribbean Association Football (CONCACAF), providing for mutual cooperation in the development of the game.

Supporters are considered the lifeblood of the game, and UEFA remains committed to dialogue with key supporters' group representatives. An annual meeting is held, and provides a consultative platform on which the supporters' groups put forward their views, while UEFA listens and responds as well as giving advice, and both sides take away proposals and ideas for further deliberation at various levels.

Dialogue with the European Union remains positive and fruitful. In April 2014, the UEFA President, Michel Platini, met with Joaquín Almunia, vice-president of the European Commission, with the latter expressing support for UEFA's financial fair play initiatives. The same month, the European Commissioner responsible for sport, Androulla Vassiliou, visited the House of European Football in Nyon for talks with Michel Platini on key football issues and for discussions with representatives of UEFA's new Women in Football Leadership Programme. UEFA also welcomed the European Parliament's adoption in October 2013 of a resolution on organised crime, corruption and money laundering.

ORDINARY MEETINGS

The Executive Committee held five meetings during the 2013/14 period. These regular meetings meant that the committee was able to address all issues on its task list in a prompt and proactive manner.

For its part, the UEFA administration's task was to keep the committee in touch with current topics.

Meanwhile, the UEFA President and Executive Committee members kept in touch with the member associations through discussions at competition finals, association assemblies, anniversary events, openings of new buildings or national training centres and other events. In addition, every member of the UEFA Executive Committee is responsible for following a specific number of associations and keeping up with their affairs, and the members' duties as chairpersons of UEFA committees means that they also receive important information across the entire palette of UEFA activities,

not only at committee meetings but also at workshops, conferences, courses and seminars.

Furthermore, 2013/14 saw further meetings held under the Top Executive Programme (TEP), with senior association officials discussing issues of key importance together with UEFA. The Executive Committee was given comprehensive feedback from the two-day UEFA TEP strategy meeting in Dubrovnik in September 2013 involving the presidents and general secretaries of the 54 member associations, which dealt with, among others, the future evolution of the European senior national team competitions.

The following list is a comprehensive overview of the items dealt with and decisions taken by the UEFA Executive Committee at its five meetings in 2013/14. It shows the variety of issues that the committee has to discuss and address as part of its crucial role in nurturing European football's good health.



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Meeting summaries

19 September 2013 in Dubrovnik

- Confirmation that 32 member associations had declared their interest in hosting matches at the 2020 European Championship.
- Decision that further analysis of the future development of Europe's senior national team competitions was required, in response to a report from the UEFA Top Executive Programme (TEP) strategy meeting of UEFA's 54 member associations which preceded the meeting.
- Approval of a request by the member associations to retain the current date format of the European Under-21 Championship final tournament keeping it in odd years after 2015.
- Agreement with a proposed change in the UEFA Europa League regulations to allow the best-placed non-qualified domestic championship club to enter the UEFA Europa League from the 2015/16 season, rather than the domestic cup runners-up, should the domestic cup winners also qualify for the UEFA Champions League via the final championship standings.
- Approval of the 2014/15 club competition access list.
- Confirmation of the dates for the 2014 UEFA Super Cup (Cardiff Stadium, 12 August 2014) and the 2013–15 European Under-21 Championship final tournament (Czech Republic, 17–30 June 2015).
- Approval of the revised UEFA investment policy (2013 edition).
- Approval of the proposed national association portfolios of each UEFA Executive Committee member.

12 December 2013 in Bilbao

- Approval of proposed amendments to the UEFA Statutes to be presented to the Ordinary UEFA Congress in Astana on 27 March 2014.
- Approval of the draft programme and agenda for the Ordinary UEFA Congress in Astana.
- Approval of the report of the UEFA President and Executive Committee and the report of the UEFA administration, to be presented to the Ordinary UEFA Congress in Astana.
- Ratification of the consolidated and stand-alone financial statements for 2012/13, to be presented to the Ordinary UEFA Congress in Astana.
- Support for a draft 11-point resolution for the integrity of football, to be presented to the 54 UEFA member associations for consultation in advance of a vote at the Ordinary UEFA Congress in Astana.
- Appointment of Araz Naxçivan (Baku, Azerbaijan) as hosts of the four-team UEFA Futsal Cup finals in April 2014.
- Approval of certain procedural rules governing the Club Financial Control Body.
- Approval of the Regulations of the UEFA European Football Championship 2014–16.
- Approval of the Regulations of the 2014/15 UEFA Regions' Cup.
- Abolition of the Regulations for Licenced UEFA Match Agents.
- Upgrading of the UEFA Coaching Convention status of Albania (Pro level), Hungary, Scotland and Sweden (Elite Youth A level).
- Approval of changes to the UEFA Grassroots Charter structure and upgrading of charter status for Cyprus, Greece, Hungary, Iceland, Poland and Switzerland.
- Initial review of the procedure for the EURO 2016 qualifying competition draw in Nice, France, on 23 February 2014.

23/24 January 2014 in Nyon

- Approval of the UEFA budget for 2014/15, to be presented to the Ordinary UEFA Congress in Astana on 27 March 2014.
- Acceptance of the Finance Committee's recommendation that Ernst & Young (Lausanne) be appointed as UEFA's external auditors for the 2013/14 financial year.
- Approval of the final text of a Resolution for the Integrity of the Game, to be presented to the Ordinary UEFA Congress in Astana.
- Approval of a proposed memorandum of understanding on match-fixing with Europol.
- Approval of the procedure for the EURO 2016 qualifying competition draw on 23 February 2014 in Nice, as well as the guiding principles and conditions for compiling the fixture list.
- Approval of the proposed EURO 2016 match schedule.
- Approval of the proposed EURO 2016 combined hospitality and ticketing strategy.
- Approval of an increase in the number of European Under-21 Championship final round participants from 8 to 12 teams.
- Approval of the trial use of vanishing spray by referees at the European Under-17 Championship final round in Malta in May 2014.
- Appointment of Sir Alex Ferguson as UEFA Coaching Ambassador.
- Approval of the final programme and agenda for the Ordinary UEFA Congress in Astana.

25 March 2014 in Astana

- Approval of the financial distribution scheme of the HatTrick IV programme, with a total of €600m earmarked for UEFA's 54 member associations to support their activities and fund long-term investments.
- Approval of the financial distribution model for the EURO 2016, with a total of €301m available for the 24 participating teams.
- Approval of the Regulations of the UEFA Champions League 2014/15, the UEFA Europa League 2014/15 and the UEFA Super Cup 2014.
- Approval of the Regulations of the UEFA Women's Champions League 2014/15.
- Approval of the Regulations of the UEFA Youth League 2014/15.
- Approval of the Regulations of the UEFA Futsal Cup 2014/15.
- Endorsement of the resolution on National Men's A-team Competitions 2018–2022 to be presented to the Ordinary UEFA Congress in Astana for approval.
- Agreement to the creation of a UEFA children's foundation.
- Approval of recommendations by the UEFA Grassroots Panel for the 2014 UEFA Grassroots Awards.
- Approval of UEFA's new communications strategy.

13 May 2014 in Turin

- Call for strict sanctions to be applied in the event of incidents of a racist nature at football matches.
- Confirmation of the voting procedure for the allocation of matches for EURO 2020.
- Confirmation of the venue for the announcement of EURO 2020 host cities – Espace Hippomène, Geneva, 19 September 2014.
- Upgrading of the UEFA Coaching Convention status of Armenia, Latvia, Lithuania and Montenegro (all Pro level).
- Ratification of the UEFA foundation project structure.
- Approval of the 2014 UEFA Organisational Regulations.
- Approval of the 2014 UEFA Disciplinary Regulations.
- Approval of the Regulations of the European Under-17 Championship and European Under-19 Championship 2014/15.
- Approval of the Regulations of the European Women's Under-17 Championship and European Women's Under-19 Championship 2014/15.
- Approval of the Regulations of the European Futsal Championship 2015/16.



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UEFA Congress in Astana

The XXXVIII Ordinary UEFA Congress took place in the capital of Kazakhstan, Astana, on 27 March 2014.

UEFA's 54 member associations adopted an 11-point resolution entitled 'European football united for the integrity of the game' aimed at tackling match-fixing and corruption. The resolution addressed five specific topics, namely education, regulation, reporting, law enforcement and strong sanctions.

In addition, the Congress unanimously adopted a four-point resolution entitled 'National Men's A-team Competitions

2018-2022', which will bring about the launch of the new UEFA Nations League from 2018. The competition will feature promotion and relegation and will replace most international friendlies.

The UEFA Congress also approved the annual UEFA consolidated statement of accounts for 2012/13 and the budget for the 2014/15 financial year, and various amendments to the UEFA Statutes.



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Composition of the Executive Committee until 2015

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

1st Vice-President: Şenes Erzik (Turkey), vice-president since 1994, member of the Executive Committee since 1990

2nd Vice-President: Ángel María Villar Llona (Spain), vice-president since 2000, member of the Executive Committee since 1992

3rd Vice-President: Marios N. Lefkaritis (Cyprus), vice-president since 2007, member of the Executive Committee since 1996

4th Vice-President: Giancarlo Abete (Italy), vice-president since 2011, member of the Executive Committee since 2009

5th Vice-President: Grigoriy Surkis (Ukraine), vice-president since 2013, member of the Executive Committee since 2007

Members:

Karen Espelund (Norway), elected in 2011
Sergey Fursenko (Russia), elected in 2011
David Gill (England), elected in 2013
Peter Gilliéron (Switzerland), elected in 2011

Allan Hansen (Denmark), elected in 2009
František Laurinec (Slovakia), elected in 2009
Avraham Luzon (Israel), elected in 2009
Borislav Mihaylov (Bulgaria), elected in 2011
Wolfgang Niersbach (Germany), elected in 2013

Mircea Sandu (Romania), elected in 2007
Michael van Praag (Netherlands), elected in 2009

European members of the FIFA Executive Committee

Vice-Presidents:

Michel Platini (France)
Ángel María Villar Llona (Spain)
Jim Boyce (Northern Ireland)

Members:

Michel D'Hooghe (Belgium)
Şenes Erzik (Turkey)
Marios N. Lefkaritis (Cyprus)
Vitaly Mutko (Russia)
Theo Zwanziger (Germany)





Committee Reports
2013/14



WE CARE ABOUT FOOTBALL

National Associations Committee



In its two meetings, the National Associations Committee mainly dealt with the UEFA strategy meeting of September 2013 in Dubrovnik, Croatia, in conjunction with the Top Executive Programme (TEP). Discussions focused, in particular, on the national men's A-team competitions of 2018–22 and how the conclusions from the Dubrovnik meeting should be interpreted and followed up. The committee provided feedback and guidance which proved to be very useful ahead of the final decisions by the 2014 UEFA Congress. Furthermore, the committee recommended to retain the existing format of the European Under-21 Championship final tournament, keeping it in odd years after 2015, and in terms of club competitions, it defended the position of the majority of associations whereby if the domestic cup winners qualified for the Champions League, they should be replaced by the next best team in the national championship and not by the cup runners-up.

The committee also discussed football political matters at great length, including the continuation of the FIFA reform process (in particular with regard to limits on age and number of terms of office), the calendar for the World Cup 2022 and UEFA's relationship

and cooperation with other confederations and associations outside Europe. In addition, the committee was given updates on national association issues, including changes in top management, as well as on the good governance incentive scheme for 2013/14.

A bureau meeting was held to revise the Regulations governing the UEFA Order of Merit.

Meetings: 28 October 2013, 23 January (bureau) and 13 February 2014

Composition of the committee on 30/06/2014

Chairman:	Şenes Erzik (Turkey)
Deputy Chairman:	Marios N. Lefkaritis (Cyprus)
1st Vice-Chairman:	Sándor Csányi (Hungary)
2nd Vice-Chairman:	Fernando Gomes (Portugal)
3rd Vice-Chairman:	Karl-Erik Nilsson (Sweden)
Members:	Sergio Di Cesare (Italy) Gregory Dyke (England) Virgar Hvidbro (Faroe Islands) Rotem Kamer (Israel) Adalbert Kassai (Romania) Sayan KhamitZHANOV (Kazakhstan) Anatoliy Konkov (Ukraine) Alex Miescher (Switzerland) Georgios Sarris (Greece) Kjetil P. Siem (Norway) Nikolai Tolstykh (Russia) Dimitar Zisovski (FYR Macedonia)
Co-opted Member:	Noël Le Graët (France)
Observer:	Marco Casagrande (Finland)

Finance Committee

Its permanent duty being to advise and support the Executive Committee on all financial matters for the benefit of European football, the Finance Committee held regular meetings during the period under review, including an extraordinary meeting on 14 January at which it resumed important financial strategy discussions from the end of the previous year.

Comparing the current budget with forecasts remained a very important tool with which to monitor the financial performance of the organisation and analyses were presented at each meeting. The committee also decided on additional ad hoc budget requests submitted by other committees and the administration. The budget for the 2014/15 financial year was thoroughly reviewed and recommendations submitted to the Executive Committee.

The external auditors performed their annual audit of UEFA and UEFA Events SA in relation to the 2013/14 financial statements, as well as examining UEFA's internal control system. Their report and recommendations were presented

to and discussed by the committee. More information on finances can be found in UEFA's 2013/14 financial report.

Regular updates on UEFA's financial assets were presented to the committee, as was an overview of its property portfolio. The financial markets presented a difficult environment in which to operate, with constantly low interest rates. Against this background, UEFA's financial assets were monitored constantly and very closely and the committee was given detailed updates on the risk status of the banks with which UEFA works.

Meetings: 20 November 2013, 14 January (extraordinary), 23 January and 25 March 2014

Composition of the committee on 30/06/2014

Chairman:	Marios N. Lefkaritis (Cyprus)
Members:	Giancarlo Abete (Italy) Allan Hansen (Denmark) Wolfgang Niersbach (Germany) Mircea Sandu (Romania)



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Referees Committee

The Referees Committee decided to merge its technical and plenary meetings as of 2014, when it convened twice, once mid-season and once at the end of the season.

Though the accuracy of assistant referees' decisions had remained high (at around 95%) in the previous season's Champions League, further education for assistant referees was a

group was being monitored for promotion to the elite category. The Centre of Refereeing Excellence (CORE) remained as popular and successful as ever, with 200 former CORE students expected on the FIFA refereeing lists in 2015. The CORE format attracted interest from other confederations, with observers or participants from four of the five confederations outside Europe.



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Even before vanishing spray had made its successful appearance at the World Cup in Brazil, the committee had it tested at the European Under-17 Championship final round in Malta in May. Following this trial, and with the prior approval of the Executive Committee, the Referees Committee gave the green light to have it introduced in all of UEFA's top competitions.

key objective in 2013/14. To this end 167 assistant referees participated in specialist courses – the first of their kind. It was decided this initiative would continue in 2014/15. The use of additional assistant referees (AAR) at domestic level continued to rise as a result of practical support from the Referees Committee and funding from UEFA. By the end of 2013/14 almost two-thirds of UEFA member associations were using AARs in their domestic competitions.

The committee decided to get rid of the 'elite development' referee category. With modern, digital means of communication and improved know-how, it was felt that the committee could follow more referees closely within the first category, from which a much wider

Meetings: 2 September (plenary), 17 December 2013 (technical) and 27 May 2014 (plenary)

Composition of the committee on 30/06/2014

Chairman:	Ángel María Villar Llona (Spain)
Deputy Chairman:	Şenes Erzik (Turkey)
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) Jozef Marko (Slovakia) Vladimir Sajn (Slovenia) Jaap Uilenberg (Netherlands) Kyros Vassaras (Greece) Kurt Zuppinger (Switzerland)

National Team Competitions Committee



The main topics the National Team Competitions Committee dealt with over the 2013/14 season were the preparations for the EURO 2016 qualifying competition and final tournament, future A-team competition formats – including the UEFA Nations League – and the format of the European Under-21 Championship final round and qualifiers from 2017 onwards.

The evolution of the national team competition landscape dominated discussions. Before the strategy meeting in Dubrovnik, the committee held preliminary discussions on the need for and opportunities to explore new formats for men's A-team competitions and agreed on key principles. After Dubrovnik it developed an idea presented by the national associations of Belgium and Portugal to form the new concept of the UEFA Nations League, which was approved by the UEFA Congress in Astana and will make its debut in 2018.

Concerning EURO 2016, the committee recommended the competition regulations for approval and received regular updates on preparations, both for the European Qualifiers and for the final tournament in France. The procedure and conditions for the qualifying draw were studied in depth, as were calendar

principles for the European Qualifiers. The committee's final proposal on this was a valuable contribution to the fixture list for the first ever centralised qualifiers.

The decision made by the national associations in Dubrovnik to keep the European Under-21 Championship final tournament in odd years and to look into its format was translated by the committee into a 12-team formula, approved by the UEFA Executive Committee for 2017 and beyond.

Meetings: 12 September and 13 November 2013, 15 January 2014

Composition of the committee on 30/06/2014

Chairman:	Wolfgang Niersbach (Germany)
Deputy Chairman:	Giancarlo Abete (Italy)
1st Vice-Chairman:	Armand Duka (Albania)
2nd Vice-Chairman:	Geir Thorsteinsson (Iceland)
3rd Vice-Chairman:	Mahmut Özgener (Turkey)
Members:	Harry Been (Netherlands)
	John Delaney (Republic of Ireland)
	Yngve Hallén (Norway)
	Alex Horne (England)
	Zoran Laković (Serbia)
	Alfred Ludwig (Austria)
	Campbell Ogilvie (Scotland)
	Miroslav Pelta (Czech Republic)
	Willy Sagnol (France)
	Maciej Sawicki (Poland)
	Bjorn Vassallo (Malta)
	Damir Vrbanić (Croatia)

Club Competitions Committee

One of the main topics of discussion last season was the newly established UEFA Youth League. The committee monitored the competition, taking note of its success and the generally high level of satisfaction among the participating clubs. The finals held in Nyon were also a very nice event. A review of the format, with a view to proposing meaningful changes for its definitive establishment after the two-season trial phase, was started before the end of the season.



Well ahead of the deadline, the committee started looking into the other regulations for the 2015–18 cycle and recommended key changes which will accompany the important format adjustments approved the previous season, notably concerning the Europa League's sporting and commercial formats. Another recommendation, to cancel yellow cards after the quarter-finals in the Champions League and Europa League, was approved by the UEFA Emergency Panel for immediate entry into force in the 2014/15 season.

The committee was regularly updated on the implementation of the financial fair play rules, and in particular on the settlement agreements concluded with various clubs following non-compliance with the regulations.

Draw procedures, amendments to the regulations and the access list for 2014/15 were approved and financial matters such as financial distributions to Champions League and Europa League clubs, surpluses and solidarity payments were discussed and agreed upon.

Meetings: 29 August 2013, 21 February and 23 May 2014

Composition of the committee on 30/06/2014

Chairman: Michael van Praag (Netherlands)
Deputy Chairman: David Gill (England)

1st Vice-Chairman: Karl Hopfner (ECA)
2nd Vice-Chairman: Diogo de Paiva Brandão (ECA)
3rd Vice-Chairman: Sofoklis Pilavios (Greece)

Members: Andrea Agnelli (ECA)
Ian Ayre (ECA)
Joan Gaspart (Spain)
Theodore Giannikos (ECA)
Bernhard Heusler (Switzerland)
Aušrys Labinas (ECA)
Pedro López Jiménez (ECA)
Roger Vanden Stock (Belgium)

Observer: Peter Fossen (Netherlands)

The following members left the committee during the 2013/14 season:

Evgeni Giner (Russia)
Umberto Gandini (ECA)
Ivan Gazidis (ECA)
Sandro Rosell (ECA)

Youth and Amateur Football Committee

The Youth and Amateur Football Committee dealt with several matters over the 2013/14 season, in particular the introduction of a 16-team final round for the European Under-17 Championship and the staggering of matchdays in the final round of the European Under-19 Championship, both as from 2015. The committee was also in favour of an immediate introduction of a gradual obligation for Under-17 and Under-19 national team head coaches to hold a UEFA A licence, with the 2017/18 season as the deadline for full compliance.

The committee approved the introduction of a coefficient ranking system for UEFA Regions' Cup preliminary and intermediate round draws, which was first applied in the qualifying round draws for the 2014/15 edition.

The committee monitored the ongoing competitions, with several members serving as UEFA delegates at the Under-19 final round in Lithuania in 2013 and the Under-17 final round in Malta in 2014. The committee also supervised the preparations for the European

qualifying competition for the 2014 Youth Olympic Football Tournament in Nanjing, which took place in Nyon in October 2013.

Finally, the committee was given regular status reports on preparations for the 2015 and 2016 youth competition final rounds and made recommendations for the regulations of the youth competitions and UEFA Regions' Cup.

Meetings: 27 November 2013 and 19 March 2014

Composition of the committee on 30/06/2014

Chairman:	Jim Boyce (Northern Ireland)
Deputy Chairman:	Mircea Sandu (Romania)
1st Vice-Chairman:	Aivar Pohlak (Estonia)
2nd Vice-Chairman:	Sergei Roumas (Belarus)
3rd Vice-Chairman:	Matthias Voigt (Liechtenstein)
Members:	Dennis Beiso (Gibraltar)
	Hans-Dieter Drewitz (Germany)
	Philip Gartside (England)
	Marcelino Maté (Spain)
	Ludovico Micallef (Malta)
	Armen Minasyan (Armenia)
	Maurizio Montironi (San Marino)
	Süheyl Önen (Turkey)
	Ori Shilo (Israel)
	Carlo Tavecchio (Italy)
	Christian Teinturier (France)
	Rudi Zavrl (Slovenia)



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Women's Football Committee

The Women's Football Committee monitored the successful Women's EURO 2013 as well as the 2013–15 European qualifying competition for the Women's World Cup and the 2013/14 Women's Champions League culminating in the final in Lisbon. The committee was also given reviews and status reports on the final tournaments of the 2013/14 European Women's Under-19 and Under-17 Championships, the European qualifiers for the Youth Olympic Football Tournament in Nanjing and future host associations.



The committee received an update on women's football development, in particular the development competitions and the UEFA Women's Football Development Programme.

All women's competition regulations were recommended to the Executive Committee.

The committee recommended the format for the Women's EURO 2017 qualifying competition and was regularly updated on the status of the bidding process for the final tournament.

The international calendar was another important topic of discussion. Aware of the fundamental importance of promoting a new international calendar at FIFA level that promoted national team football and safeguarded the interests of the clubs, while enabling long-term planning for both, the committee placed the matter high on its agenda and set up a working group of associations, leagues and clubs. The result was a joint recommendation on principles and periods for a coordinated international calendar, which was then submitted to FIFA.

A working group meeting was held in Lisbon in May to engage in broad discussions about the Women's Champions League, looking in particular at the sporting format and commercial opportunities.

Meetings: 8 October 2013 and 17 February 2014

Composition of the committee on 30/06/2014

Chairwoman:	Karen Espelund (Norway)
Deputy Chairman:	Michel D'Hooghe (Belgium)
1st Vice-Chairwoman:	Susanne Erlandsson (Sweden)
2nd Vice-Chairwoman:	Hannelore Ratzeburg (Germany)
3rd Vice-Chairwoman:	Sheila Begbie (Scotland)
Members:	Jasmin Baković (Bosnia-Herzegovina) Bernadette Constantin (France) Monica Jorge (Portugal) Aleksandra Pejkovska (FYR Macedonia) Anne Rei (Estonia) Clémence Ross (Netherlands) Sergey Sidorovskiy (Russia) Gudrun Inga Sivertsen (Iceland) Frances Smith (Republic of Ireland) Liana Stoicescu (Romania) Marina Tashchyan (Armenia)

Futsal and Beach Soccer Committee

The Futsal and Beach Soccer Committee monitored the preparations for the Futsal EURO 2014 in Belgium, which was a great success and attracted over 98,000 spectators. In addition, the committee oversaw the bidding process which led to the UEFA Futsal Cup Finals 2014 being held in Baku.

The committee agreed on the European futsal calendar for seasons 2013/14 and 2014/15 and recommended the regulations for the 2015/16 European Futsal Championship and 2014/15 UEFA Futsal Cup to the Executive Committee for approval.

The committee was presented with an update on each of the futsal development projects under way, and reiterated its desire to create a continental youth futsal competition, which would strengthen the development of home-grown players.

The committee was pleased with the implementation of the UEFA Futsal B coaching licence.

Finally, it noted the Futsal EURO 2018 bidding timeline.

Meetings: 3 December 2013 and 7 February 2014

Composition of the committee on 30/06/2014

Chairman:	Borislav Mihaylov (Bulgaria)
Deputy Chairman:	Sergey Fursenko (Russia)
1st Vice-Chairman:	Giorgio Crescentini (San Marino)
2nd Vice-Chairman:	Petr Fousek (Czech Republic)
3rd Vice-Chairman:	Fabrizio Tonelli (Italy)
Members:	Olzhas Abayev (Kazakhstan)
	Pedro Dias (Portugal)
	Boris Durlen (Croatia)
	Gennady Lisenchuk (Ukraine)
	José Venancio López Hierro (Spain)
	Elnur Mammadov (Azerbaijan)
	Edgars Pukinsks (Latvia)
	Ferenc Ragadics (Hungary)
	Hans Schelling (Netherlands)



HatTrick Committee

The HatTrick Committee (and bureau) reviewed and approved 49 projects submitted by a total of 28 national associations: Andorra, Austria, Belarus, Belgium, Bosnia-Herzegovina, Croatia, Cyprus, Denmark, Faroe Islands, Finland, France, Georgia, Germany, Greece, Israel, Italy, Luxembourg, FYR Macedonia, Moldova, Montenegro, Netherlands, Northern Ireland, Norway, Romania, Spain, Sweden, Turkey and Ukraine. Covering a wide range of areas, there were projects for national and regional training centres, women's football development, youth academies, artificial pitches, floodlights, offices, indoor halls, grassroots development and medical initiatives. Funds from HatTrick cycles II, III and IV were allocated to the projects.

The committee was also given updates on HatTrick education programmes, workshops and individual assistance provided, as well as receiving guidance on the promotion of women's football development in all areas of the game.

In addition, the committee approved a new biennial concept for HatTrick awards and

discussed possibilities for the future allocation of HatTrick funding.

Meetings: 3 July (bureau), 12 September (bureau), 29 October (plenary) and 10 December 2013 (bureau), 13 February (plenary), 28 April (bureau), 3 June (bureau) and 25 June 2014 (bureau)

Composition of the committee on 30/06/2014

Chairman: Allan Hansen (Denmark)
Deputy Chairman: Michael van Praag (Netherlands)

1st Vice-Chairman: Costakis Koutsokoumnis (Cyprus)
2nd Vice-Chairman: Leo Windtner (Austria)
3rd Vice-Chairman: Pertti Alaja (Finland)

Members: Marie Barsacq (France)
Edvinas Eimontas (Lithuania)
Neil Jardine (Northern Ireland)
Michail Kassabov (Bulgaria)
Jozef Kliment (Slovakia)
Gareth Latin (Gibraltar)
Miroslaw Malinowski (Poland)
Vicente Muñoz Castillo (Spain)
Sarah O'Shea (Republic of Ireland)
Daniel Claudiu Prodan (Romania)
Sergei Safaryan (Belarus)
Márton Vági (Hungary)
Servet Yardimci (Turkey)

Co-opted Member: Tomislav Karadžić (Serbia)



Development and Technical Assistance Committee

The Development and Technical Assistance Committee supervised the various pillars of UEFA's coaching and exchange programmes and monitored the progress made in the ongoing revision of the UEFA Coaching Convention, which is being conducted not only on the basis of EU law, but also with the aim of producing a more coherent document.

The committee also recommended a new convention membership status for Albania (Pro), Hungary, Scotland and Sweden (Elite Youth A). It was noted that the total number of qualified coaches in Europe had continued to rise, with more than 205,000 endorsed licences, but that further efforts were needed in order to significantly increase the number of qualified female coaches.

The committee followed the contributions of the Pro licence student exchange programme in improving coaching standards and supported plans for a revised UEFA Study Group Scheme with even more specificity as of the 2014/15 season. The committee also noted the end of the pilot phase of specialist education for fitness, futsal and goalkeeping coaches and welcomed specific follow-up projects.

In the context of the UEFA Grassroots Charter, the committee obtained approval of the new three-tier system, designed to rationalise and reorganise the current structure, focusing on retention and greater transparency, with clear and measurable criteria. During this transitional period, six associations received additional stars under the previous system, which were transferred to the new structure.

In terms of major events, committee members attended the coach education workshop in Budapest. The more interactive, participant-



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driven approach was a success not only in this context, but also at the annual UEFA Elite Club Coaches Forum.

Finally, the committee strongly supported UEFA's international development tournaments, regarding them as an excellent way of nurturing and developing young talent.

Meeting: 7 October 2013

Composition of the committee on 30/06/2014

Chairman:	Giancarlo Abete (Italy)
Deputy Chairwoman:	Karen Espelund (Norway)
1st Vice-Chairman:	Paul Philipp (Luxembourg)
2nd Vice-Chairman:	Janis Mezeckis (Latvia)
3rd Vice-Chairman:	Dušan Bajević (Bosnia-Herzegovina)
Members:	Miodrag Belodedici (Romania) Sir Trevor Brooking (England) Jerzy Engel (Poland) Emil Kostadinov (Bulgaria) Mikael Santoft (Sweden) Dušan Savić (Serbia) Mordechai Shpigler (Israel) Dušan Tittel (Slovakia)

The following member left the committee during the 2013/14 season:

Petar Miloshevski (FYR Macedonia) †

Club Licensing Committee

A busy year for club licensing and financial fair play concluded in May 2014 with the licensing decisions for the 2014/15 UEFA club competitions and the first assessment of the break-even requirement as part of the full implementation of the financial fair play rules. This resulted in six clubs not being admitted to the 2014/15 UEFA club competitions on club licensing and financial fair play grounds and settlement agreements being reached with nine clubs in respect of the break-even requirement.

The Club Licensing Committee, under the leadership of its new chairman, David Gill, met twice during the 2013/14 season in order to address all club licensing and financial fair play matters. A first review of the 2012 edition of the UEFA Club Licensing and Financial Fair Play Regulations was performed. The consultation and review process will continue with a second

discussion due to take place following the first full implementation of financial fair play, so that proposals for a new edition of the regulations can be made in 2015.

Meetings: 30 October 2013 and 31 March 2014

Composition of the committee on 30/06/2014

Chairman:	David Gill (England)
Deputy Chairman:	Peter Gilliéron (Switzerland)
1st Vice-Chairman:	Jorge Pérez Arias (Spain)
2nd Vice-Chairwoman:	Ivančica Sudac (Croatia)
3rd Vice-Chairman:	Thomas Christensen (Denmark)
Members:	Bjarne Berntsen (Norway) Marco Brunelli (Italy) Volodymyr Chorno-Ivanov (Ukraine) Ludvik Georgsson (Iceland) Jacques Lagnier (France) Steven Martens (Belgium) Peter Peters (Germany) Anatoly Vorobyev (Russia) Aleš Zavrl (Slovenia)



Stadium and Security Committee



The Stadium and Security Committee studied the incident analysis of the 2013/14 Champions League and Europa League carried out by the stadium and security unit. Incident levels remained static but overall seriousness levels had increased, especially in terms of pyrotechnics, racist incidents and political protests. The stadium and security unit, together with the EU Think Tank and Council of Europe, provided tailor-made support to national associations experiencing difficulties. Following high-level meetings with government representatives in Serbia and Croatia, a joint Council of Europe-UEFA inspection visit in Croatia resulted in 25 recommendations.

The committee endorsed a number of proactive measures which would seek to address incident levels moving forward, including more UEFA security officers being appointed and enhanced training for police and clubs as part of the EU action plan for 2014–16.

The committee took part in the annual stadium and security conference organised by the EU and UEFA in Warsaw and reviewed and endorsed the joint working programme, which includes integrated UEFA-EU stewarding, police and stadium management training programmes.

The UEFA stewards training programme, initiated and recommended by the committee,

was delivered to six national associations and a further ten have requested the training. The committee endorsed the proposals by CAFE (Centre for Access to Football in Europe) to include accessibility criteria in the UEFA Club Licensing and Financial Fair Play Regulations and to consider CAFE in the preparations for EURO 2016.

The committee endorsed the principles for the revision and consolidation of the 1985 European Convention on Spectator Violence, as a result of which the existing convention recommendations would be replaced by one overarching recommendation supported by three annexes under the headings of safety, security and service.

The committee also endorsed the newly launched UEFA-EU stadium and security expert tool (SSET). This database provides guidance, good practice, tools and references; it has educational and training sections; and it promotes community building. Access to this extensive database was provided to the national associations, police commanders, European clubs, National Football Information Points and other relevant public authorities.

Meetings: 11 September and 21 November 2013

Composition of the committee on 30/06/2014

Chairman:	Grigoriy Surkis (Ukraine)
Deputy Chairman:	Avraham Luzon (Israel)
1st Vice-Chairman:	Paddy McCaul (Republic of Ireland)
2nd Vice-Chairman:	Trefor Lloyd Hughes (Wales)
3rd Vice-Chairman:	Elvedin Begic (Bosnia-Herzegovina)
Members:	Trygve Bornø (Norway) Jean-François Crucke (Belgium) Gijs de Jong (Netherlands) Sune Hellströmer (Sweden) George Koumas (Cyprus) Odile Lanceau (France) Markku Lehtola (Finland) Michał Listkiewicz (Poland) Rudolf Marxer (Liechtenstein) Ansgar Schwenken (Germany)
Special Advisor:	František Laurinec (Slovakia), UEFA Executive Committee member

Medical Committee



The Medical Committee oversaw the sixth UEFA Medical Symposium in Madrid, staged in conjunction with the Spanish Football Federation on the theme of 'evolution'. Doctors from national associations and elite clubs came to hear expert presentations and hold discussions on subjects as diverse as injuries, doping, football psychology, return-to-play decisions, emergency treatment of players and nutrition.

The committee agreed on the educational content of the third UEFA Football Doctor Education Programme workshop, which will take place in Budapest in April 2015, and reviewed progress in the cascading of the workshops so far, whereby national versions of the course are presented to doctors by the associations.

The committee agreed on guidelines for the implementation of cooling breaks at UEFA competitions in which temperatures exceed 32 C. In such cases, the referee is requested to stop play (at a natural break in play) for a drinks break after approximately 30 minutes of each half.

The committee introduced blood tests in the anti-doping programme from the 2013/14

season, to detect substances such as human growth hormone and doping methods such as blood transfusions, and all tests were implemented with the full cooperation of the participating clubs and players.

Finally, the committee received reports that the special edition of the British Journal of Sports Medicine in September 2013 on the UEFA Elite Club Injury Study was the most cited edition of the journal that year. This edition was composed primarily of scientific papers produced as a result of data collected in the UEFA study.

Meetings: 31 October 2013 and 5 May 2014

Composition of the committee on 30/06/2014

Chairman:	Michel D'Hooghe (Belgium)
Deputy Chairman:	Jim Boyce (Northern Ireland)
1st Vice-Chairman:	Prof. Jan Ekstrand (Sweden)
2nd Vice-Chairman:	Prof. W. Stewart Hillis (Scotland) †
3rd Vice-Chairman:	Dr Mogens Kreutzfeldt (Denmark)
Members:	Dr Ian Beasley (England) Prof. Mehmet S. Binnet (Turkey) Dr Ioannis Economides (Greece) Prof. Andrea Ferretti (Italy) Dr Helena Herrero (Spain) Dr José Henrique Jones (Portugal) Dr Tim Meyer (Germany) Dr Juan Carlos Miralles (Andorra) Dr Pierre Rochcongar (France)

Players' Status, Transfer and Agents and Match Agents Committee

The committee was updated on the results of the various meetings of the Professional Football Strategy Council working group on transfer matters as well as on the current status of the implementation of the Autonomous Agreement regarding the minimum requirements for standard player contracts, which was signed by the stakeholders of European football in Brussels on 19 April 2012. The committee was further informed about the main findings and recommendations of the European Commission's study on the economic and legal aspects of player transfers.

It received an update on the various cases adjudicated so far by the FIFA Dispute Resolution Chamber and the Court of Arbitration for Sport (CAS) on training compensation in case of transfers within the European Union, as well as hearing about the jurisprudence of FIFA and CAS in relation to buy-out clauses in player contracts.

Finally, the committee decided that there was no longer any need for UEFA to maintain its own licensing system for match agents as the dual licensing system for match agents at both FIFA and UEFA levels created unnecessary complications. Thus, the committee recommended that the UEFA Regulations for Licensed UEFA Match Agents should be abolished by the Executive Committee.

Meeting: 30 October 2013

Composition of the committee on 30/06/2014

Chairman:	František Laurinec (Slovakia)
Deputy Chairman:	Ángel María Villar Llona (Spain)
1st Vice-Chairman:	Ruben Hayrapetyan (Armenia)
2nd Vice-Chairman:	Christian Andreasen (Faroe Islands)
3rd Vice-Chairman:	Paulo Lourenço (Portugal)
Members:	Thomas Hollerer (Austria)
	Sergei Ilyich (Belarus)
	Rod Petrie (Scotland)
	Sergey Pryadkin (Russia)
	Henrik Ravnild (Denmark)
	Jean-Jacques Schonckert (Luxembourg)
	Tervel Zlatev (Bulgaria)



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Legal Committee

The Legal Committee prepared the amendments to the UEFA Statutes and the Resolution for the Integrity of the Game, both of which were submitted to the UEFA Executive Committee and adopted by the UEFA Congress in Astana on 27 March 2014.

It was updated on the complaint lodged with the European Commission by a player agent, alleging that UEFA's financial fair play rules (in particular the break-even principle) contravened EU competition law.

The committee was updated on the various match-fixing and club licensing cases dealt with by UEFA (disciplinary bodies and Club Financial Control Body) and the Court of Arbitration for Sport during 2013/14.

It was also provided with an update on the potential legal issues associated with the organisation of EURO 2020 in 13 different countries.

Finally, the committee was informed about the conclusions of the working group set up by UEFA to examine the new draft FIFA Regulations Governing International Matches as well as the main proposed amendments to the Procedural rules governing the UEFA Club Financial Control Body.

Meeting: 31 October 2013

Composition of the committee on 30/06/2014

Chairman:	Theo Zwanziger (Germany)
Deputy Chairman:	František Laurinec (Slovakia)
1st Vice-Chairman:	François de Keersmaecker (Belgium)
2nd Vice-Chairman:	Aleksander Čeferin (Slovenia)
3rd Vice-Chairman:	Jesper Møller Christensen (Denmark)
Members:	Carmelo Bartolo (Malta) Artan Hajdari (Albania) Herbert Hübel (Austria) Vladimir Iveta (Croatia) Ainar Leppänen (Estonia) Kristen Malmsten (Sweden) Alan McRae (Scotland) Dumitru Mihalache (Romania) Borislav Popov (Bulgaria) Peter Stadelmann (Switzerland)



Marketing Advisory Committee



The Marketing Advisory Committee's main focus was the national team competitions. It received a detailed presentation on the EURO 2016 sales process as well as a thorough review of the visual identity and brand elements unveiled with the EURO 2016 logo, which was well received by the members. They were also given an extensive update on the European Qualifiers commercial programme, including some operational insights regarding the perimeter boards. It was noted that the media rights sales were progressing well as the competition format had been well received by the broadcasters, as expected.

The committee heard an update on UEFA's must-have club competition, the Champions League, and was given a more detailed overview of the Europa League, with a special focus on the extensive promotional campaign Discover the Excitement, which had been recently launched to promote the competition and brand not only towards the clubs and fans but also towards the media.

TV production, one of UEFA's three marketing units, outlined its array of activities and tasks and gave the committee a demo of a second-screen application which could soon become a standard digital tool used by fans and other target groups alike.

Last but not least, the committee reviewed the KISS programme, with special emphasis on the recent

assistance given in connection with the European Qualifiers.

Meeting: 1 November 2013

Composition of the committee on 30/06/2014

Chairman:	Sergey Fursenko (Russia)
Deputy Chairman:	Grigoriy Surkis (Ukraine)
1st Vice-Chairman:	Guntis Indriksons (Latvia)
2nd Vice-Chairman:	Ján Kováčik (Slovakia)
3rd Vice-Chairman:	Stewart Regan (Scotland)
Members:	Emre Alkin (Turkey) Tiago Craveiro (Portugal) Ioannis Farfarellis (Greece) Jonathan Ford (Wales) Atanas Furnadzhiev (Bulgaria) Javid Garayev (Azerbaijan) Florence Hardouin (France) Kuanysh Kanapyanov (Kazakhstan) Denni Strich (Germany) Stuart Turner (England)
Observer:	Dušan Svoboda (Czech Republic)

The following member left the committee during the 2013/14 season:

Jindřich Rajchl (Czech Republic)

Media Committee

The Media Committee received presentations on a wide range of topics including the programme organised by the Association Internationale de la Presse Sportive (AIPS) in connection with the European Under-21 Championship, the Best Player in Europe Awards and UEFA's No to Racism campaign.

The AIPS programme, which involved 15 young reporters attending the Under-21 finals in Israel, allowed a future generation of journalists to cover a tournament. The programme included match coverage, organisational issues, key UEFA messages (such as refereeing and integrity), discussions with local media and daily training from AIPS experts. The committee awaits a proposal for further cooperation.

The committee also discussed the UEFA Best Player in Europe Awards – now featuring a men's and women's category. Organised in partnership with European Sports Media (ESM), the awards recognise the two best players from the previous season, and the committee was informed that from 2014/15 both presentations would take place during the Champions League group stage draw to give them even more exposure.

Promotions related to women's football, mainly during Women's EURO 2013 in Sweden, and UEFA's No to Racism campaign were presented. The committee asked that schools and state services be encouraged to help in promoting women's football and suggested that the No



to Racism message be transmitted at European Qualifiers matches.

Plans for the KISS Communications Workshop in Amsterdam in February 2014 were also reviewed and the committee supported the suggestion that the European Qualifiers be the main item on the agenda.

Meeting: 14 November 2013

Composition of the committee on 30/06/2014

Chairman:	Avraham Luzon (Israel)
Deputy Chairman:	Wolfgang Niersbach (Germany)
1st Vice-Chairman:	Roland Ospelt (Liechtenstein)
2nd Vice-Chairman:	Patrick Nelson (Northern Ireland)
3rd Vice-Chairman:	Antonello Valentini (Italy)
Members:	Janusz Basalaj (Poland) Nicolai Cebotari (Moldova) Onofre Costa (Portugal) Momir Djurdjevac (Montenegro) Thórir Hákonarson (Iceland) Mamuka Kvaratskhelia (Georgia) Armen Melikbekyan (Armenia) Tony Paeffgen (Lithuania) Tomaž Ranc (Slovenia)

Fair Play and Social Responsibility Committee



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Five foundations supported by members of the football family received UEFA support through the Football First/We Care portfolio, while football development projects for blind, deaf, cerebral palsy, wheelchair-bound and Special Olympics footballers received UEFA support as part of the Football for all Abilities portfolio. The European Amputee Football Federation's development project will complete that portfolio in 2014/15.

Under the overarching Respect campaign and with the well-being of children in mind, the Fair Play and Social Responsibility Committee endorsed numerous football-related projects run by UEFA, its social responsibility partners and member associations during the 2013/14 season, in the strategic fields of peace and reconciliation, football for all abilities, health, anti-racism and discrimination, the environment and football for development. Many of the projects were integrated into UEFA events and competitions. UEFA competitions, and in particular the Champions League and Europa League matches, provided a perfect platform for the No to Racism campaign, supported by many top players.

The committee nominated the National Society for the Prevention of Cruelty against Children (NSPC) for the UEFA 2014 Monaco Charity Award and it welcomed the publication of the first ever UEFA Football and Social Responsibility Report and the social responsibility report on EURO 2012.

Ongoing dialogue was maintained with the European fan movement on ticket pricing, security, access for all and other issues, and the committee provided support to nine UEFA member associations for projects in the field of anti-discrimination and football for all abilities. Another three associations were allocated natural disaster grants.

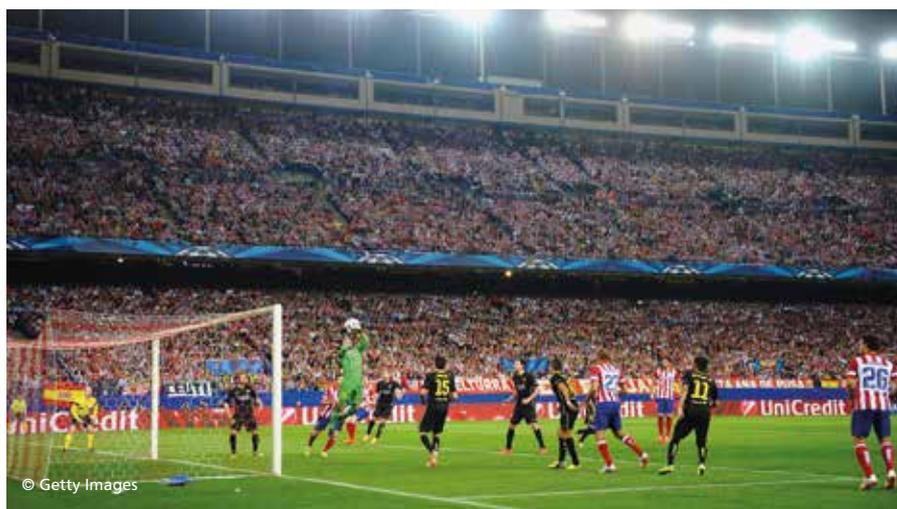
Meetings: 29 October 2013 and 8 April 2014

Composition of the committee on 30/06/2014

Chairman:	Peter Gilliéron (Switzerland)
Deputy Chairman:	Allan Hansen (Denmark)
1st Vice-Chairman:	Domenti Sichinava (Georgia)
2nd Vice-Chairman:	Norman Darmanin Demajo (Malta)
3rd Vice-Chairman:	Elkhan Mammadov (Azerbaijan)
Members:	Đuro Bukvić (Croatia)
	Dragan Đjordjević (Serbia)
	Michel Dumoulin (Belgium)
	Ekaterina Fedyshina (Russia)
	David Griffiths (Wales)
	Jonathan Hall (England)
	Eduard Prodani (Albania)
	Charles Schaack (Luxembourg)
	Phivos Vakis (Cyprus)
	Bert van Oostveen (Netherlands)

Football Committee

The Football Committee's discussions spanned several topics, including UEFA club competitions, EURO 2016, management matters and general promotion of UEFA's competitions.



The committee was presented with the main changes that will be made to the UEFA club competitions for the new cycle (2015–18), in particular the special reward for the Europa League winner, who will automatically qualify for the Champions League (entering, as a minimum, in the play-offs). It was also presented with the findings of a study commissioned by UEFA which showed that participation in UEFA competitions had no negative influence on domestic performance. The committee received a report on the UEFA Youth League and praised the competition, regarding it as a great tool for player development. It was felt that the number of club-trained players could be increased, as could the length of time a player needed to be trained by the club to be considered as such.

The committee discussed the differences between the yellow card rule in the club competitions and EURO and felt that harmonisation was needed, especially to avoid players missing club competition finals as a

result of yellow card punishments. The committee also agreed that: media access to the dressing rooms should be controlled by the clubs; there should be no change to the away goals rule; pitch watering should be decided

on by the home club; the number of players on the bench for the Champions League final should not be increased; and vanishing spray should be used in UEFA competitions.

The committee discussed transfer deadlines and agreed that the summer transfer window should be closed earlier and that the winter transfer window was necessary but should be shorter and more regulated.

Meeting: 21 November 2013

Composition of the committee on 30/06/2014

Chairman:	Mircea Sandu (Romania)
Deputy Chairman:	Borislav Mihaylov (Bulgaria)
1st Vice-Chairman:	Pavel Cebanu (Moldova)
2nd Vice-Chairman:	Dejan Savičević (Montenegro)
3rd Vice-Chairman:	Zbigniew Boniek (Poland)
Members:	Demetrio Albertini (Italy) Revaz Arveladze (Georgia) Dan Ashworth (England) Ivan Čurković (Serbia) Luís Figo (Portugal) Ilcho Gjorgjioski (FYR Macedonia) Faruk Hadžibegić (Bosnia-Herzegovina) Julius Kvedaras (Lithuania) Tibor Nyilasi (Hungary) Anton Ondruš (Slovakia) Fernando Ruiz Hierro (Spain) Davor Šuker (Croatia)
Special Advisor:	Pierluigi Collina, UEFA Chief Refereeing Officer

The following member left the committee during the 2013/14 season:

Robin Dutt (Germany)



II. Report of the UEFA
Administration
1 July 2013 – 30 June 2014

WE CARE ABOUT FOOTBALL



FOREWORD

There might be a temptation to regard a season culminating in the final round of a World Cup as one of comparative respite for UEFA. This was definitely not the case.

The report on the previous season highlighted the challenges and workloads attached to UEFA's policy of absorbing many tasks related to the UEFA Champions League and the UEFA Europa League which had previously been outsourced. In 2013/14, many similar challenges were transferred from the club competitions into the sphere of national team football as UEFA prepared to implement a plan of great strategic importance in, as it happened, the year when the organisation celebrated its 60th birthday: the delivery of the UEFA EURO 2016 qualifiers on a centralised basis entailed a great deal of organisational work, but this can legitimately be regarded as a sound investment in the future of national team football.

The same applies to the groundwork completed prior to the implementation of the Week of Football concept, which gives fans the potential to enjoy six consecutive days of football during seven weeks of the year. This can only strengthen the status of national team football and the sense of identity it conveys. Approval of the UEFA Nations League concept will undoubtedly, ensure that national team football remains a prominent feature on the European football landscape.

In our club competitions, the middle season of a three-year cycle is one of consolidation. But it does not signify time to relax. Solid foundations for the 2015–18 cycle needed to be laid, not least in terms of our relationships with commercial and broadcast partners. The addition of the UEFA Youth League to our club competition portfolio represented a step forward in player and coach education, and



UEFA's commitment to youth development was reflected in the expansion of our Under-17 competitions for boys and girls and the introduction of a far-reaching elite youth development programme.

UEFA never loses sight of the fact that football is our core business. But, at the same time, we need to address all the political and social responsibilities attached to a game which reaches deep into all areas of our European societies. This report indicates some of the actions which speak louder than words in our fights against racism, discrimination, doping and match-fixing. It is a challenge to compress a year of dedication and hard work into a readable, accurate and transparent overview of UEFA's work during the 2013/14 season.

The UEFA Events SA's board meeting in March 2014 featured the presentation and approval of the budgeting and operational arrangements for 2014/15. During the 2013/14 season, UEFA Events SA was deeply involved in the design and delivery of the

events mentioned in this report: in club competitions, the UEFA Champions League and UEFA Europa League finals in Lisbon and Turin, the UEFA Super Cup in Prague, and the UEFA Women's Champions League final at the Estádio do Restelo in Lisbon. In national team football, Futsal EURO 2014 heralded the debut of Antwerp as a host city at a final tournament, the European Under-17 Championship was the largest event to be staged on the island of Malta, and the women's equivalent, expanded to eight teams and held at St George's Park in England, was the first to be played outside Switzerland. And before all that, the season started with a Women's EURO 2013 which was extremely successful from footballing, marketing, broadcasting and commercial perspectives.

However, in addition to delivering the usual range of competitions, UEFA Events SA was deeply engaged in laying foundations for the 2015–18 three-year cycle in the main club competitions, in preparing for EURO 2016, in organising the implementation of the centralised European Qualifiers, and in looking forward to the unique challenges involved in staging EURO 2020 at venues in 13 different member associations. The young company was therefore required to be fully operational and to interlock seamlessly with the central UEFA administration and the partners enlisted to assist in certain sectors of sales and operations.

Finally, the year was also marked by great sadness. David Taylor, former UEFA General Secretary (2007–09), CEO of UEFA Events SA, and latterly UEFA corporate business advisor, passed away in June 2014 at the age of 60. David brought considerable experience and astute wisdom to UEFA, as well as a fan's love of football. His professional skills and countless personal qualities will be greatly missed by all of us, and it is therefore fitting that we dedicate this report to David's memory.

Gianni Infantino

UEFA Administration 2013/14

Gianni Infantino (General Secretary)

Directors:

Theodore Theodoridis (Deputy General Secretary and National Associations Director)

Alasdair Bell (Legal Affairs)

Stéphane Igolen (Services)

Josef Koller (Finance)

Giorgio Marchetti (Competitions)

Martin Kallen (UEFA Events SA – Operations)

Guy-Laurent Epstein (UEFA Events SA – Marketing)

Competitions for national teams



European Football Championship

The 2016 and 2020 editions of the European Football Championship accounted for a far from negligible slice of the UEFA workload during the season under review.

With regard to the 2014–16 competition, the build-up gained momentum with the finalisation of the regulations and the design of the centralised match schedule for the qualifiers, while *Le Rendez-Vous* was launched as the slogan for the final tournament at a ceremony staged at the city hall in Marseille in October 2013 – and subsequently pressed into service as the title of the UEFA magazine launched as a means of keeping stakeholders and the public updated on preparations for the final tournament in France. The first major event was the qualifying draw, staged at the

Palais des Congrès Acropolis in Nice, where 13 goalkeeping all-time greats teamed up with Ruud Gullit and Bixente Lizarazu in conducting the draw.

In the meantime, project charters and administration procedures were presented in the UEFA EURO 2016 Manual. The training ground and team base camp catalogue was also published in the wake of a series of site visits, while commercial guidelines and fan zone parameters were also distributed to the host cities. A sponsor workshop was staged in Paris in October 2013, global and national sponsor packages were negotiated, sales of media rights for the qualifiers gathered momentum, brand guidelines were distributed to all the relevant stakeholders, TV production staff finalised arrangements at venues where UEFA was planning to provide full host broadcast support, the hospitality sales

programme was launched in June 2014, the volunteer project was designed in conjunction with the French Football Federation, and, closer to the field of play, the official matchball for the EURO Qualifiers was readied for distribution to the national associations.

Throughout the season, logistical preparations for the EURO Qualifiers remained a priority, with the 'Week of Football' concept about to be implemented. Two workshops were organised in April 2014: the first for broadcast partners, and the second for over 200 national association representatives who would play operational and organisational roles on site when the centralised qualifying competition got under way.

With regard to EURO 2020, the bidding process gathered speed. A workshop was held to support to the 32 potential candidates who, by the September 2013 deadline, had expressed interest in hosting matches. Definitive bids were subsequently submitted by 19 national associations and assessed by UEFA prior to the selection of 13 venues in September 2014.

In a period of far-reaching innovations in national team football, foundations for the UEFA Nations League were being laid, with a view to injecting promotion and relegation into the competitive equation, improving the quality and status of national team football by reducing the number of non-competitive friendly internationals and, at the same time, maintaining a nice balance between club and national team football. During 2013/14, in-depth preparation work was conducted for a competition scheduled to kick off in 2018.

Women's EURO 2013

Germany enjoyed the first title celebration of the 2013/14 season by beating Norway 1-0 in the Women's EURO 2013 final at the Friends Arena in Solna on 28 July 2013 before a competition record crowd of 41,301. The tournament, played at seven venues in Sweden, attracted 216,888 spectators, with 217,100 visitors at the fan zones which, for the first time in the competition's history, had been erected in the host cities. Coverage also broke competition records with in



excess of 1,000 media accredited for the final tournament and a television audience of 133 million, 80% of whom watched live screening of the 25 matches.

Between the semi-finals and the final, a three-day women's football development workshop, staged in Stockholm under the banner of the KISS knowledge and information sharing programme, provided opportunities for national association representatives to discuss the status of women's football and various options for further development and promotion of the game.

As goalkeepers are seldom singled out for individual awards, the decision by UEFA's technical observers to name Nadine Angerer as player of the tournament was newsworthy – and their decision was endorsed when the Germany goalkeeper, who saved two penalties in the final, subsequently became the first winner of the newly introduced UEFA Best Women's Player in Europe Award and

went on to top the voting in the FIFA Ballon d'Or poll.

In December 2013, technical analysis of the event in Sweden formed the core element of the 2nd UEFA Women's National Team Coaches Conference in Nyon, at which the technical report on the final tournament was officially launched.

Bid documents were distributed early in 2014 to seven candidates to host the first 16-team final tournament in 2017.

Futsal EURO 2014

According to Javier Lozano, UEFA technical observer at Futsal EURO 2014 after becoming a serial winner of European and world titles as head coach of Spain, the final tournament staged in the Belgian city of Antwerp in January/February 2014 represented "a step up at all levels". With a solid sponsorship base and exemplary support from the city and



province of Antwerp, organisational issues were negotiated with outstanding success. The third 12-team final tournament was staged in two adjacent sports halls: the 5,218-capacity Lotto Arena was used for the group games, with the knockout fixtures played at the Sportpaleis, where flexible layout facilities gave capacities of up to 15,000. Matches were played as double-headers, with seven of the ten matchdays sold out and an aggregate attendance of 89,240. Some 200 media were accredited for an event which produced a 28% increase on the (healthy) TV viewing figures registered in 2012, along with a 78% rise in traffic on UEFA.com.

The quality of the futsal matched the quality of the environment. In a tournament where the 20 matches yielded 121 goals, the form book was ultimately respected in that Italy, Portugal, Russia and Spain reached the semi-finals, but all were made to work hard to reassert their status as dominant powers. In a thrilling final, Italy – who had been defeated by Slovenia in their opening fixture – defeated Russia 3-1 to win the title for the first time since 2003, while Spain, beaten by Russia in the semi-finals, took the bronze medal by defeating Portugal 8-4.

In April 2014, a kick-off meeting in the Serbian capital, Belgrade, heralded the start of preparations for Futsal EURO 2016, with a record 46 national associations on the starting grid.

European Under-21 Championship

While the qualifying rounds for the 2015 final tournament were being played, preparations for the event gained momentum with a kick-off meeting in Prague. The weave of global and national sponsorship packages was defined – the latter in conjunction with the national association of the Czech Republic,

the hosts for a final round which, in the light of the UEFA Executive Committee decision to expand the event, will be the last to feature eight teams. At the same time, the bidding process to host the 12-team final tournament in 2017 was initiated.

Youth football

UEFA's 60th anniversary afforded opportunities to reassert respect for core values, to reiterate engagement with youth development projects, and to offer international experience to as many potential elite players as possible. UEFA's commitment in this area was underlined by decisions to expand the final tournaments at boys' and girls' Under-17 levels and to increase the scope of the international development tournaments which have been widely applauded since the first pilot events were staged in 2012. During the 2013/14 season, 24 international development tournaments were organised, four of which were used as test beds for a 'sin bin' response to unfair play, whereby players were sidelined for a limited amount of time. Full reports on the experiment were completed.

At the same time, the parameters of the new elite youth development programme were being defined, along with the preparation of materials for a project based on tailor-made support for individual national associations according to the specific requirements pinpointed during a series of visits to the member countries who had requested assistance. Armenia, Georgia and FYR Macedonia, selected for pilot projects, attended a kick-off workshop at UEFA headquarters in June 2014.

Organisation of the existing Under-17 and Under-19 championships entailed an extensive programme of mini-tournaments, site visits and draws – the latter taking place at UEFA's headquarters in Nyon and, in the case of the draws for final rounds, at a

location in the host country. In parallel, site visits to the host nations for the 2015 final tournaments were being conducted, along with the bidding processes for candidates to host events further along the calendar. Under-15 tournaments for boys and girls were staged in Nyon during October 2013, the participants having been decided on the basis of the fair play rankings of the national associations' youth teams. As a result of the tournaments, Iceland's boys and Slovakia's girls qualified to take part in the 2014 Youth Olympics.

Another major innovation at player development level was the inaugural edition of the UEFA Youth League, as outlined in the club competition section of this report.

European Under-19 Championship

The national association of Lithuania made a debut as hosts of the first age-limit tourna-

ment of the 2013/14 season and, in an intense final at Marijampole on 31 July 2013, Serbia made history by taking a first ever title in a UEFA youth competition. Both semi-finals required extra time, with France defeating defending champions Spain, while Serbia required a penalty shoot-out to get the better of Portugal. A single goal in the final gave Serbia victory in a tournament which produced 47 goals and where the 15 matches were watched by 56,169 spectators at a healthy average of 3,745 per game.

Attention then switched to preparation work for the 2014 final tournament in Hungary, with 53 associations vying for places alongside the hosts. Among them, Gibraltar was making its debut at U19 level. The draw for the elite round was staged in December 2013, with Lithuania captain Lukas Artimavičius receiving the UEFA fair play trophy on behalf of the previous season's hosts.



© Sportsfile

The draw for the final round was held in the Hungarian city of Felcsut and involved the tournament ambassador, former national team coach Kálmán Mészöly.

European Women's Under-19 Championship

Another national association made its debut as hosts of a final tournament when Wales welcomed the Women's Under-19 final round staged from 19 to 31 August 2013 at four venues in the south-west of the country: Camarthen, Haverfordwest and two in Llanelli. This tournament served as valuable promotion for women's football in Wales and had a northern flavour, with England, France, Germany and the hosts joining four Nordic countries in the line-up. England and France, having drawn 0-0 on the opening day, repeated the scoreline after 90 minutes of the final. But France struck two goals during extra time to take the title.

The tournament also served to determine Europe's four contenders at the 2014 U-20 Women's World Cup, with Finland and Germany earning the right to accompany the two finalists – and the latter taking the world title with a victory over Nigeria.

The first draw ceremony was staged in Nyon in November 2013, during which the newly designed trophy was officially presented.

European Under-17 Championship

Yet another organisational debut was made when the national association of Malta hosted the women's U19 final tournament from 9 to 21 May 2014. Another novelty was that one of the three stadiums used for the 15-match event was on the island of Gozo, meaning that teams arrived at the venue by boat. The competitive nature of Under-17 football was underlined by the fact that only one of the 2013 finalists (Switzerland) made the trip to Malta.

A spectacular attack-minded tournament produced 46 goals, practically doubling the tally of the previous season. The crowd of 9,422 watching the final between the Netherlands and England brought the accumulative attendance figure for the tournament to 42,388. The Dutch, who had beaten England in their final group game, found John Peacock's team harder to beat in the final and, after normal time had ended in a 1-1 draw, England's training-ground work on the art of penalty-taking paid off as they won the shoot-out 4-1 to take the title for the second time in five seasons.

A notable feature of the final tournament was the introduction, on an experimental basis, of vanishing spray to help referees control ball placing and defensive-wall distances at free-kicks. The innovation was unanimously endorsed by match officials and coaches.

European Women's Under-17 Championship

The vagaries of the international calendar led to an unusual juxtaposition of two final tournaments in the space of five months. The motive underlying the second event from 26 November to 8 December 2013 was the



need to determine Europe's three qualifiers for the 2014 Women's U-17 World Cup, scheduled for March 2014 in Costa Rica.

The first final tournament to involve eight teams was also the first to be staged outside Switzerland. The English national association hosted the event to bring down the curtain on the commemorations of The FA's 150th anniversary. The eight squads were accommodated at the magnificent St George's Park national training centre and the 16 matches were played at four venues nearby. Italy, defeated by Germany in the semi-finals, beat England (upstaged by Spain) to clinch the third place in Costa Rica and, in the final, Germany survived wave after wave of attacks by Spain to post a 1-1 draw after 80 minutes and prevail 3-1 in the penalty shoot-out. Spain, after winning silver in England, did likewise in Costa Rica.

The changes to dates and format entailed an accelerated qualifying process, with matches played in July and August, followed by a first elite-round draw in August. Bearing in mind that the new dates could provoke a lengthy match-less period, teams eliminated in the qualifying round were invited to participate in women's U17 development tournaments in 2014.

Club competitions

The middle season of a three-year cycle was one of consolidation in terms of event management and on-site operations, while planning for the 2015–18 cycle gained momentum, notably the sales of media and sponsorship rights under the aegis of UEFA Events SA. However, there were innovations – among them the integration of the technical report into a global season review of the UEFA Champions League and, for the first time, the elaboration of a technical report on the UEFA Europa League, based on input from

UEFA technical observers deployed during the knockout rounds. Draw ceremonies were marked by the participation of Luís Figo and Ciro Ferrara, ambassadors for the finals in Lisbon and Turin respectively and a full range of workshops was organised with a view to ensuring optimal communication with broadcast and commercial partners and guaranteeing operational standards.

Rapid action had previously been required in order to address issues related to the participation of clubs who had received disciplinary sanctions. Legal aspects were successfully resolved before the club competition draws took place in Monaco at the end of August 2013.

The finances of the two main club competitions were not only consolidated but enhanced, with the 32 clubs in the group stage of the UEFA Champions League sharing a pot of around €1bn, while the UEFA Europa League participants received slices of a cake which exceeded €230m in value. A total of just over €80m was also distributed to non-participating clubs in the form of solidarity payments earmarked for the promotion of youth development throughout Europe. Finally, another €49m was distributed to clubs eliminated in the qualifying rounds of the two competitions. Full details are set out in the 2013/14 UEFA Finance Report.

UEFA Champions League

The 22nd season of UEFA Champions League football culminated in Real Madrid CF ending a 12-year wait to become kings of Europe for the tenth time in a dramatic final involving, for the first time, two clubs from the same city. Atlético Madrid were poised to lift the trophy for the first time until a last-gasp equaliser forced extra time, during which their Madrid rivals scored three times to win 4-1. The grand finale, played to a crowd of 60,976 spectators at the Estádio da Luz in Lisbon,



attracted a television audience in excess of 165 million, including a UEFA Champions League record audience in Spain of 12.3 million.

The 362 goals, scored at an average of 2.9 per game, represented the second-highest average in the competition's history and included a record tally of 36 in the penultimate round of fixtures in the group stage, all of which consolidated the competition's entertainment value and global appeal. Visually, television images were enhanced by the presence of LED advertising boards, while sponsors joined forces with UEFA to launch a 'fan of the match' concept, as well as FootballFeed and Fantasy Football apps. UEFA Champions League trophy tours reached Berlin, Budapest, Bucharest, Sarajevo, Sofia, Argentina, Nigeria and Vietnam. In the meantime, Nissan, the fourth largest automotive group in the world, were confirmed as the new automotive partner, announcing a four-year agreement that, in turn, closed a long-standing 22-year partner-

ship with Ford. In terms of social networking, a Facebook partnership became a valuable tool in promoting the Lisbon final.

Broadcasters were provided with 33 magazine shows based on high-quality content, while direct contact with the fans was enhanced by the Champions Matchweek magazine.

Various projects were attached to the final in Lisbon. The trophy toured Porto, Coimbra and Lisbon before becoming a focal point at the Champions Festival in the Portuguese capital, which attracted 95,000 visitors and featured a newly produced Theatre of Champions film. Winners of Young Champions tournaments from the USA, Japan, Brazil and Portugal played a final tournament at the festival prior to attending the final. And a 'Get Closer' campaign was created with a view to allowing fans to see the UEFA Champions League from a different perspective via a digital platform using, among other innovations, a series of 16 short films capturing the trophy's journey to Lisbon.

TV production of the final was delivered in conjunction with Sport TV and featured testing of 4K technology offering four times the quality provided by HD.

Less than a month later, and with the World Cup in full swing in Brazil, the 2014/15 UEFA Champions League campaign kicked off with the draw for the first and second qualifying rounds staged at UEFA headquarters in Nyon.

UEFA Europa League

The 2013/14 season saw further progress on positioning and strengthening the status of the competition. With this in mind, a 'Discover the Excitement' promotional programme was launched among clubs, commercial partners, broadcasters and media via a series of workshops and meetings, after which materials and tools were supplied to stakeholders in order to help them to promote the brand. Media partnerships in four key markets (England, France, Germany and Italy) generated almost 3,000 articles, while an ambassador programme featured Davor Šuker and Yuri Djorkaeff in media and online activities. In conjunction with broadcasters in Germany and Italy, a VIP fan competition allowed fans to experience the final as VIP guests, while some 6,000 supporters engaged in a digital 'Take Your Seat' competition launched after the semi-finals, whereby fans could place themselves inside the Juventus Stadium and stand a chance of winning prizes.

On the field of play, the 205 matches played by teams from 27 national associations produced 475 goals at an average of 2.32 per game. A record 19 countries were represented when the knockout phase kicked off in February – which maintained pan-European interest in the competition. One of the eight teams diverted into the knockout rounds from the UEFA Champions League was guaranteed a place in the final when

Juventus emerged alongside SL Benfica in the semi-final draw. The Italian club's ambition to play the final on home territory was, however, dashed by the Portuguese, who ran out in Turin for a second successive final – this time against Sevilla FC, winners in 2006 and 2007. As they had been a year earlier against Chelsea FC, Benfica were narrowly beaten: 4-2 in a penalty shoot-out after two hours of football had failed to produce a goal. Their Spanish opponents thus completed a hat-trick of wins.

UEFA's TV production of the event was a complete package including the stadium TV images and the 'fanertainment' programme at the Juventus Stadium. The final in Turin was screened in over 120 countries to a global audience estimated at 60 million. In Portugal, the peak audience represented a 69.3% share of the market, while over 9 million viewers in Spain watched the shoot-out drama, and the local audience in Italy set a new record for a UEFA Europa League final, with 3.4 million viewers.



UEFA Super Cup

After 15 years in Monaco, the UEFA Super Cup was detached from the season kick-off activities in the principality and embarked on a new era by being staged as an independent event. The Eden Arena in Prague was the venue for the match between FC Bayern München and Chelsea FC on 30 August 2013

which, after an entertaining 2-2 draw, was won by the former thanks to a 5-4 victory in the decisive penalty shoot-out.

The move away from other activities represented added value for the competition – a trend illustrated by a notable increase in sponsor activities associated with the match and, in terms of TV services, high demands from a large on-site group of broadcasters. The match was a sell-out.

Attention then turned towards planning for the second match to be played under the new format, with site visits to the venue in Cardiff, preparation of hospitality and ticketing arrangements, and design of the ceremonies. A finalists' meeting was held in Cardiff on 2 June 2014, by when the finals in Turin and Lisbon had decreed that Sevilla FC would be taking on Real Madrid CF.

UEFA Women's Champions League



The 13th edition of the women's club competition involved 54 clubs from 46 national associations, 32 of whom played a qualifying round in August 2013. Site visits were made to the newcomers among the clubs which competed in the round of 32 – and to the Estádio do Restelo in Lisbon, the venue for the final. Preparations continued with a club

workshop pegged to the draw for the quarter-finals and semi-finals in November 2013.

The final provided a spectacular advertisement for women's football, with Germany's VfL Wolfsburg becoming the third club to successfully defend the title by coming back from a 2-0 half-time deficit to beat Swedish debutants Tyresö FF 4-3 before 11,217 spectators on 22 May 2014 – two days before the men's final. Television coverage on a pan-European basis was provided by Eurosport. The fixture in Lisbon also offered an opportunity for key stakeholders to meet as a working group with a view to discussing the future development of the competition.

On 26 June 2014, 32 of the 54 entrants went into the draw for the qualifying round of the 2014/15 competition – by which time site visits had already been conducted in Berlin, the venue for the final.

UEFA Futsal Cup

The season kicked off with the draws, staged in Nyon on 3 July 2013, for the preliminary and main rounds, with a record 49 clubs on the starting grid. The ceremonies featured Kike, twice world champion and five-time European champion with Spain. For half of the host clubs in the preliminary round, it was their first experience of organising a mini-tournament. After a draw in October, the elite round was completed in November, with Araz Naxçivan (Azerbaijan), FC Barcelona (Spain), Kairat Almaty (Kazakhstan) and MFK Dinamo Moskva (Russia) reaching the final tournament played from 24 to 26 April 2014. The four matches, covered by over 100 accredited media, were watched by 7,800 spectators, representing 87% of capacity, and televised by Eurosport. FC Barcelona won the title for the second time in three seasons by beating MFK Dinamo 5-2 after extra time, while the hosts, Araz Naxçivan, earned the bronze medal by defeating the defending champions, Kairat Almaty.



In the meantime, preparations were already under way for the 2014/15 campaign, including site visits to new potential hosts of mini-tournaments in the opening phase of a competition which attracted 49 entries from 48 national associations.

UEFA Youth League

The inaugural season of the new club competition for the Under-19 teams of UEFA Champions League participants received well-nigh unanimous praise in terms of the player development advantages it created and the opportunities for the coaches to gain or enhance international experience. After a group stage run in parallel with the



senior competition, knockout ties were played as single matches and the title was decided at a four-team event staged at the UEFA campus in Nyon from 11 to 14 April 2014. The three sold-out matches were watched by 12,000 spectators and were screened to a pan-European audience by Eurosport.

A promotional plan was devised for the final tournament, involving media partnerships and on-site displays and activities by four sponsors, one of whom organised a virtual UEFA Youth League competition, with the winners from all over Europe flown to Nyon to take part in their own final tournament.

The group stage attracted a healthy average attendance of 800 per match and generated 322 goals – 45 more than the total registered by the senior teams. The knockout matches brought the total to 378, at an average of 3.4 per match. FC Barcelona provided 32 of them and, having defeated FC Schalke 04 1-0 in the semi-final, went on to beat SL Benfica, 4-0 victors against Real Madrid CF in their semi-final, by a 3-0 scoreline in the final to become the first winners of the Lennart Johansson Trophy.

Match Operations

The match operations unit in the competitions division was responsible for coordinating venue operations at UEFA matches during the 2013/14 campaign, with the match command centre in Nyon playing a valuable role in monitoring match preparations and delivery, offering support to the on-site venue teams, and providing solutions in the event of major issues. Fifty UEFA staff members took part in crisis training exercises at the match command centre early in 2014.

The workload required extensive human resources – as illustrated by the first quarter of the season when delegates were assigned to 793 matches and 50 commissioners were deployed at qualifying matches for the World Cup. An extensive training programme was implemented, allowing 59 new members to join the pool of UEFA delegates by the end of 2013. A new UEFA delegate's manual was published at the end of June 2014 and a new online delegate's report was among the innovations implemented via UEFA's FAME platform during the season, with a view to simplifying, streamlining and accelerating procedures. In order to ease the pressure on UEFA staff, additional venue directors were recruited from national associations.

At the end of April 2014, 120 participants attended a EURO 2016 workshop aimed at preparing match managers and venue directors for operational issues related to the imminent start of the centralised EURO 2016 qualifiers. A large number of stadium inspections were carried out, a high percentage of them to potential EURO 2016 venues which had not previously hosted UEFA matches.

Stadium and security matters

Significant innovations were introduced during the 2013/14 season, during which



UEFA security officers were deployed at all matches deemed to enter the high-risk category and where security officers were present throughout the preparations for the club competition finals. As knowledge-sharing back-up, an 'Incidents Digest' was distributed in July 2013, outlining all the incidents recorded at UEFA matches over the previous three seasons – documentation with added value in terms of preparing newly appointed security officers for their tasks.

The annual UEFA-EU Stadium and Security Conference was staged in Warsaw from 11 to 13 September 2013 under a 'together – the only way forward' banner which highlighted the need for partnerships and cooperation in the safety and security issues attached to UEFA matches. The event was attended by some 350 specialised personnel from national associations, clubs, police forces, stadium administrators and government bodies. The conference was also marked by the launch of an online tool aimed at offering support to stadium and security experts.

Other events included a UEFA, EU and Council of Europe meeting on spectator violence and misbehaviour, staged in Strasbourg in December 2013, multi-agency security meetings in Bulgaria and Serbia, and participation in pan-European working groups in conjunction with EU representatives. Cooperation with the European Union and Council of Europe (CoE) also entailed a revision of the CoE convention,

including the drafting of new recommendations on stadium safety, security and service levels. Plans were made to stage a number of joint conferences during the 2014/15 season.

The stewards training programme gathered momentum with events staged in Cyprus and Turkey, while work progressed on the development of a pilot training programme for national association security officers. Support was also provided to the national associations of Azerbaijan, Belgium, Croatia, Denmark, Georgia, Israel, Serbia, Slovakia, Turkey and Ukraine on specific stadium, security and stewarding issues.

Grassroots football

The 2013/14 season heralded a redesign of the UEFA Grassroots Charter, whereby recognition of grassroots development by member associations gravitated towards a simplified three-tier concept as opposed to the previous, more complex seven-star system. Implementation guidelines were drafted to help national associations to fulfil the revised criteria and acquire gold, silver or bronze status within the new parameters of the charter.

Once again, grassroots activities were attached to the major events of the season with a view to linking the broad base of the game with the peak of the football pyramid. Grassroots football was the core element of the Champions Festival linked to the men's and women's UEFA

Champions League finals in Lisbon, where over 95,000 visitors were encouraged to take part in a range of footballing activities and watch the final rounds of the Young Champions competition. In line with a tradition established over the last decade, UEFA donated a maxi-pitch to the host city, with former Portugal stars Costinha and Maniche inaugurating a new pitch at the Clube Oriental in Chelas, where football had previously been played on a sand surface. The pitch was put to use on the day of the women's final as the venue for a grassroots tournament involving 200 Under-13 schoolgirls from different areas of the capital.

Grassroots competitions for boys and girls in the 8–16 age bracket were pegged to the UEFA Europa League final in Turin, where the social values of the grassroots game were highlighted by activities at a juvenile detention centre under a 'nobody excluded' banner. At both venues, UEFA donated maxi-pitches to the host city, with Turin providing a variation on the theme by requesting mobile pitches installable at various locations in the city.

For a fifth season, UEFA Grassroots Day triggered activities on a pan-European scale and was a cue for the UEFA Grassroots Day Awards to be announced in the Best Club, Best Leader and Best Project categories. Throughout the season, grassroots football was a core element of the UEFA Study Group Scheme, in which 20 of the 52 seminars were specifically dedicated to the base of the football pyramid.

UEFA Regions' Cup

Foundations were laid for the ninth edition of UEFA's competition for amateur teams, with 38 national associations represented in the draw staged in Nyon in November 2013 for the preliminary and intermediate rounds. The first mini-tournament in the 2014/15 edition kicked off just before the close of UEFA's administrative year in June 2014, with the final tournament scheduled to take place a year later.



Solidarity and support for national associations

UEFA's mission is to provide the best possible support for its member associations and to promote solidarity, cooperation, interaction and knowledge sharing in ways which will guarantee the welfare of European football and nurture a constant will to improve.

Top Executive Programme

This (and last) year's key strategic focus for UEFA's Top Executive Programme (TEP) was the structure of the national team competitions beyond 2018. This topic was extensively discussed in summer 2013 in Stockholm with the association's general secretaries, followed by the TEP strategy meeting staged in Dubrovnik in September 2013. The valuable input by presidents and general secretaries of UEFA's 54 member associations was further elaborated in several meetings, including four regional TEP follow-up meetings.

The final result was another landmark decision, unanimously taken by all UEFA member associations at the 2014 UEFA Congress in Astana, to start in 2018 with the UEFA Nations League, replacing most of the friendly matches with more attractive, competitive matches.

Another outcome of the TEP strategy meeting in Dubrovnik was the member associations' request to retain the current date format of the European Under-21 Championship final tournament keeping it in odd years after 2015.

Furthermore, the member associations requested that the best-placed non-qualified domestic championship club be allowed to enter the UEFA Europa League from the 2015/16 season, rather than the domestic cup runners-up, should the domestic cup winners also qualify for the UEFA Champions League via the final championship standings. Both requests were later ratified by the UEFA Executive Committee.

HatTrick

The publication of Celebrating Ten Years of HatTrick Excellence indicated that UEFA's HatTrick programme had reached its tenth anniversary in 2014 and, as a result of continued expansion over the previous decade, had become an important vehicle for the provision of support to member associations via a series of educational programmes delivered with the labels of UEFA's Knowledge & Information Sharing Scenario (KISS) or the Women's Football Development Programme.

KISS

A wide range of activities commenced with a commercial operations training module in August 2013, when 18 participants met on the UEFA campus in Nyon for a site visit simulation at the Colovray stadium. Training continued with on-site experience at UEFA Champions League and UEFA Europa League matches and culminated with online assessments. UEFA Events SA and UEFA's national associations division also delivered an extensive marketing support programme under the KISS banner, providing bespoke assistance to well over half of UEFA's member associations and organising workshops in Copenhagen, Bratislava and Kiev to outline the marketing support offered by UEFA during the implementation of the centralised EURO 2016 qualifiers. National association media officers were then invited to a workshop in Amsterdam with a view to unifying criteria on facilities and operations at EURO qualifiers.

At another workshop in Geneva in November 2013, representatives from 45 member associations discussed issues related to fan engagement. Various national associations also availed themselves of UEFA support under the aegis of KISS in relation to brand-building projects.



The associations of Croatia and England were selected to conduct a pilot scheme at national level and The FA's national centre at St George's Park in England was the venue for a graduation ceremony at which 20 participants earned a UEFA Certificate in Football Management after a successfully run inaugural course. A similar event took place in Croatia in November 2013, while a Nordic edition launched with a kick-off seminar in Finland a month later. Seminars related to national editions were then staged in England, Finland, Georgia and Germany.

A kick-off meeting in Lausanne in September 2013 heralded the start of the third and final edition of the UEFA Diploma in Football Management course, involving 36 candidates from 24 national associations. The course culminated in a graduation ceremony in Nyon in June 2014.

In September 2013, the seventh session of the second edition of the Executive Master in European Sport Governance (MESGO) academic programme, run by UEFA in partnership with five other team-sport organisations, took place in Mainz and Frankfurt, with the German national association hosting one day of the event. The eighth module took place in New

York in November 2013. A graduation ceremony was held in Nyon in March 2014 and the application period for the third edition of the programme closed a month later.

As a result of university programmes, students from the University of Lausanne and the Graduate Institute of International and Development Studies in Geneva presented research to UEFA on the professionalisation of women's football and players' image rights respectively.

Study Group Scheme

The 2013/14 campaign marked the sixth season of events organised under the auspices of the Study Group Scheme. The 53 seminars organised during the sixth year brought the cumulative total to over 300 knowledge-sharing events involving more than 10,000 technicians. The core elements were, once again, coach education, elite youth development, grassroots and women's football, with additional components added on an ad hoc basis. Plans to add fitness coaching to the ingredients were part of a

review conducted during the 2013/14 season with a view to redefining strategy for the Study Group Scheme events as from the 2014/15 season.

Coaching

After retirement from active coaching, Sir Alex Ferguson agreed to become UEFA Coaching Ambassador in January 2014 and played important roles at UEFA events. He chaired the 15th Elite Club Coaches Forum in Nyon in September 2013 and, a month later, he was in Budapest for a UEFA coach education workshop, rounding off the season by leading the technical study group meetings after the club competition finals in Turin and Lisbon. The 2013/14 season was also notable for important advances related to specialised coaching qualifications, with preparation work finalised prior to the roll-out of a UEFA-endorsed futsal B licence and an A licence for goalkeeper coaches. Guidelines for both courses were presented to member associations at a series of seminars which allowed UEFA to pinpoint the national associations equipped to organise the new coach education courses on an immediate basis.

The Jira Panel of coach education experts, in conjunction with UEFA's sports legal services unit, worked on a revised UEFA Coaching Convention. Meanwhile, the programme of exchange courses for UEFA Pro licence students continued with four events staged on the UEFA campus, each of them involving four member associations. By the end of the season, 14 events had been staged (including two pilot courses) and had involved 43 member associations.

Information was delivered to coaches via the UEFA technician magazine and technical reports on UEFA club and national team competitions, with leading specialists forming UEFA technical teams at all final tournaments. For the first time, a technical report on the

UEFA Europa League was compiled, based on input from technical observers deployed at matches in the knockout rounds of the competition.

Women's football development

The UEFA Women's Football Development Programme gained momentum during the 2013/14 season, starting with a far-reaching workshop (staged under the KISS banner) pegged to the Women's EURO 2013 final in Stockholm in July 2013. Involving general secretaries and women's football specialists from all 54 member associations, it covered topics ranging from coaching and refereeing to volunteer and promotional programmes and triggered many of the activities and initiatives pursued during the rest of the season. With the international calendar a cause of concern, UEFA representatives played proactive roles in the search for a rationalisation.



UEFA support for women's football development projects gained pace in 2013/14, with more than half of UEFA's member associations applying for funding. A Women in Football Leadership Programme was initiated with the staging of a seminar in April 2014, while meetings were also held to discuss plans for the development of female coaches and

referees. Specialists and technical observers then attended an update meeting in Lisbon coinciding with the UEFA Women's Champions League final.

Knowledge-sharing among peers was the leitmotiv of workshops in Skopje and Minsk, where national associations of similar profiles pooled information on the development of women's football. A third workshop in Gibraltar brought together nine of UEFA's smallest member associations with a view to defining development perspectives within the confines of their national parameters.

Good governance

Good governance projects

European football's energetic pursuit of good governance was reflected by the resolution unanimously adopted by all 54 national associations with regard to safeguarding the integrity of the game via educational tools, law enforcement and the implementation of robust sanctions.

UEFA continued to emphasise the importance of pan-European cooperation in campaigns against any form of corruption, with the UEFA President, Michel Platini, marking significant progress by signing a memorandum of understanding with the EU's law enforcement agency, Europol.

The UEFA member associations have set the right example themselves by executing a total of 58 good governance projects in 2013/14 under the UEFA good governance incentives scheme. More than one-third of these projects were aimed at further improving effectiveness and efficiency within their respective associations and one-fifth at developing their association strategies.

A meeting of the Professional Football Strategy Council (PFSC) in Dubrovnik in September 2013 served to review crucial issues related to transfers, financial fair play, the implementation of locally trained player rules and social dialogue.

Early in 2014, a media briefing was held to provide updates on financial fair play measures and the important issue of third-party ownership of footballers, as well as offering a preview of the sixth edition of UEFA's club licensing benchmarking report. Work on transfer matters progressed in conjunction with the Professional Football Strategy Council, with working groups drafting proposals and recommendations, while cooperation with the other five FIFA confederations included invitations to participate in various UEFA events and UEFA assisting with a number of projects attached to the Asian Football Development Project.

Governance and compliance

In addition to the sporting dimension of governance initiatives, the Executive Office continued to develop its governance and compliance framework to make good governance principles and best practices part of UEFA's daily activities. In addition to strengthening the governance and compliance audit function (previously called internal audit) by increasing the number of auditors as well as the number of audits from two to three a year, UEFA constantly seeks transparency, process optimisation, monitoring and control, which further testifies to its quest for continuous improvement.

Club licensing and financial fair play

2013/14 was a momentous year for club licensing and financial fair play, with the first full implementation of the financial fair play requirements.

The annual club licensing and financial fair play workshop held in Portugal in September 2013 provided all 54 national associations with the latest developments in club licensing and financial fair play in order to prepare them for the coming season.

Additionally, numerous assistance visits, compliance visits and meetings with clubs were conducted throughout the season in order to provide guidance on club licensing processes at national level, ensure the correct application of the UEFA Club Licensing and Financial Fair Play Regulations and liaise with clubs in respect of the club monitoring process.

The impact of the full implementation of the financial fair play requirements has seen a downturn from €57m to €8m in overdue payables during the 2011–14 period and a drop in the aggregate net losses of top European clubs from €1.7bn to €0.8bn over two years.

The investigatory chamber of the UEFA Club Financial Control Body met 14 times in the 2013/14 season in order to assess the 237 clubs competing in UEFA competitions. In respect of overdue payables this resulted in 31 clubs being asked to provide additional information and, as a precautionary measure, the withholding of prize monies due to be paid to six of them. Eventually this led to the adjudicatory chamber convening twice in November and December 2013 and sanctions being imposed against the six clubs.

Break-even assessments also got under way, with a view to ensuring that the requirements were being met, with 104 of the 237 clubs deemed to be outside the scope of the break-even requirements and 76 being referred for further assessment. Shortly before the season closed, nine clubs signed settlement agreements aimed at ensuring that each achieves break-even compliance with minimal delay.

By the end of the season, a UEFA licence had been issued to 454 of 729 top-division clubs, with 108 refusals and 167 clubs not requesting UEFA licences. Six clubs who had qualified for UEFA competitions in 2014/15 on sporting merit were excluded on club licensing and financial fair play grounds.

Sporting integrity

UEFA's commitment to the eradication of match-fixing was underscored by vigorous activity during the 2013/14 season. The betting fraud detection system successfully pinpointed suspicious circumstances at domestic matches, with information supplied to national associations' integrity officers – who were supported by a series of meetings and workshops held during the season. An inaugural meeting of a UEFA working group set up to address this crucial issue was held at the end of May 2014.

The season saw further discussions with the Council of Europe on an international convention against match-fixing which would finally be adopted at a meeting in Macolin, Switzerland, in September 2014.

In the meantime, educational sessions highlighting the career-threatening risks endemic to match-fixing were attached to the final tournaments of UEFA's age-limit competitions for national teams and to the four teams which disputed the UEFA Youth League title in Nyon.

Football regulation

Refereeing

The 2013/14 season was marked by experimental implementation of two innovations: pilot use of vanishing spray was conducted at



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the final tournament of the European Under-17 Championship in Malta in May 2014, while the exclusion of players on a sin bin basis was tested at four UEFA development tournaments.

As usual, the heaviest concentration of UEFA matches fell in the opening months of the season, with the appointments of match officials and referee observers requiring six meetings of UEFA's refereeing officers between July and September 2013. The annual gathering of top referees was also staged in early September, with 23 top women referees and 45 leading assistant referees among those who travelled to Nyon. Modifications to the interpretation of the offside rule prompted special attention to the work done by assistant referees, with a group of journalists among the audience at a training session dedicated to offside situations. This was pursued during a course for 100 assistant referees in Lisbon in March 2014.

During the autumn of 2013, a futsal referee course was organised in Belgium, which served as a preparatory workshop for the Futsal EURO 2014 in Antwerp.

Courses for referee observers were also staged in Amsterdam, Dublin and Istanbul, while Lisbon was the venue for the annual winter course involving top referees and those who had just been added to the international lists in both male and female categories. In March 2014, the first UEFA course for international assistant referees took place in Lisbon. In cooperation with FIFA, a course was staged in Northern Ireland under the referee assistance programme banner, involving 160 technical and fitness instructors from all 54 member associations. Throughout the season, re-evaluation visits ensured that national associations were maintaining their compliance with the UEFA Referee Convention criteria.

In the meantime, UEFA's Centre of Refereeing Excellence (CORE) was strengthening its benchmark status via a series of specialised courses, one of them exclusively for female referees.

Medical matters

A season of intense activity featured the 6th UEFA Medical Symposium staged in Madrid in February 2014, with the evolution of football medicine as the core theme. However, Vicente del Bosque, David Villa and Sergio Ramos added coaching and playing ingredients to a wide-ranging menu of football-specific topics related to medical best practice, innovations, facilities and structures. The 250 participants included representatives of all member associations and observers from the other FIFA confederations.

At the same time, the UEFA Football Doctor Education Programme moved into top gear, with a workshop in Amsterdam in September



2013 – the second of its kind – and courses in Malta, San Marino and Croatia. The Elite Club Injury Study on the 2012/13 campaign was published in March 2014, offering injury information from 22 of Europe’s leading clubs and adding to the data bank built up by UEFA over a period of 11 seasons with injury prevention as the main objective.

Doping controls

The range of substances detectable in UEFA testing was further extended in 2013/14 by the introduction of blood-sample collection at in-competition and out-of-competition doping controls. The efficiency of testing also enhanced the deterrent effect of the anti-doping programme.

During the 2013/14 season, educational sessions for all competing delegations were conducted at the final rounds of UEFA’s age-limit competitions. In addition, some 25,000 educational leaflets in seven languages were distributed to all participants in UEFA competitions.

UEFA testing was carried out on 2,198 samples (1,860 urine and 338 blood) collected in all competitions, with 1,698 of them (1,360 urine and 338 blood) corresponding to in-competition and out-of-competition controls in the UEFA Champions League and UEFA Europa League. The result was zero in terms of

positive testing. In other UEFA competitions 500 urine samples were collected and analysed.

A UEFA steroid profiling survey was also initiated with a view to studying the viability of a player steroid profile programme in the near future. In addition, UEFA attended the annual WADA anti-doping symposium and participated in a working group on guidelines for doping control procedures while, in order to maintain the impetus of the doping control programme, a training seminar was staged in Nyon in June 2014 for potential additions to the squad of 45 UEFA doping control officers from 24 different national associations.

Respect

In its sixth season, the Respect campaign remained a prominent element at all UEFA events, gaining extensive multimedia exposure. Under the Respect umbrella, UEFA offered support to a number of organisations engaged in campaigns related to racism, discrimination, healthy lifestyles and environmental issues.

UEFA once again offered unstinting support to the Football Against Racism in Europe (FARE) weeks in October 2013, in conjunction with the clubs who were hosting UEFA Champions League or UEFA Europa League fixtures during that period. The events allowed UEFA to, once again, highlight its clear ‘No to Racism’ stance. A four-minute No to Racism video was produced, subtitled in more than 20 languages, and distributed to UEFA Champions League and UEFA Europa League clubs for use at the season’s 341 club competition matches. The campaign was also backed by print materials and a 30-second TV spot. Banners at UEFA Champions League matches illustrated UEFA’s support for victims of the typhoon in the Philippines and transmitted condolences to South Africa following the death of Nelson Mandela.

An anti-discrimination monitoring process was successfully introduced, with FARE match observers attending UEFA club competition matches to record discriminatory acts or attitudes. The Respect campaign's mission to transmit positive social messages was reflected by support for a broad spectrum of social responsibility projects.

Social responsibility

UEFA's portfolio became even more extensive during the 2013/14 season, with the notable addition of a UEFA foundation aimed at helping as many people as possible to benefit from football's role in society and, more specifically, to offer the magic of football to children in need. For the first time, social responsibility topics were gathered together in reports on EURO 2012 and the 2012/13 season, which were published in 2014, while a first workshop involving UEFA's social responsibility partners was staged in Nyon in June 2014. Relationships with the fans were strengthened by a number of meetings, with supporters' groups visiting UEFA in March 2014 for a fourth annual meeting.



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In the healthy lifestyle sector, UEFA endorsed World Heart Day in September 2013, having previously supported a Make a Healthy Heart Your Goal campaign conducted earlier in the summer at Women's EURO 2013 in Sweden. The campaign promoted healthy living and encouraged girls to incorporate football into their lifestyle. On the same waveband, the 2013 UEFA Charity Award was presented to the Johan Cruyff Foundation, whose mission statement is to nurture the well-being of children and encourage them to play football according to a set of socially oriented rules in which respect features prominently.

Social integration projects featured support for the Homeless World Cup, participation in a Football Fans Against Homophobia seminar in Manchester, and the design of social responsibility projects to be attached to EURO 2016.

Communications

The 2013/14 season was one of intense activity with many of the components within the communications strategy being re-aligned and fine-tuned, while greater emphasis was placed on the opportunities to transmit messages effectively to the public by making full use of social media. Day-to-day business was conducted by the media desk and procedures related to media contacts with the UEFA President and General Secretary were rationalised. Internal communications underwent a radical overhaul and an intranet site, baptised Inside UEFA, was launched in March 2014, along with a digital magazine for staff and the implantation of quarterly communications meetings.

Stakeholder relations

In its second season, the stakeholder relations unit worked on various fronts. In conjunction

with editors from the digital communications team, the unit delivered a full range of programmes for club and national team competitions, the guide to Europe's top-division clubs, the competition results review, manuals for the club competitions and a UEFA Champions League season review which included the technical report on the competition. Periodicals, including Champions Matchday magazine and UEFA-direct, with its coaching, medical and grassroots supplements, were delivered throughout the season. A magazine dedicated to EURO 2016, *Le Rendez-Vous*, was also launched in conjunction with the draw for the qualifying competition.

Media and public relations

In conjunction with UEFA Events SA, the media and public relations team opened the season with the preparation and delivery of the third UEFA Best Player in Europe Award. Votes cast by a group of journalists named by the European Sports Media (ESM) group spelt victory (ahead of Lionel Messi and Cristiano Ronaldo) for FC Bayern München and France attacker, Franck Ribéry, while the first Best Women's Player in Europe Award went to Germany goalkeeper Nadine Angerer.

The UEFA Best Player in Europe Award was presented during the draw for the group stage of the UEFA Champions League in Monaco, where 53 ESM journalists were joined by 50 invited media for a press conference and discussions with the UEFA President. The stakeholder relations unit made use of the club competition workshops staged in Monaco to brief club press officers on media activities during the season.

Digital communications

UEFA.com and UEFA.org provided across-the-board coverage of all the organisation's activities throughout the season. After extensive preparatory work, UEFA.org was

relaunched in February 2014 with the objective of allowing the communications team to become more proactive in publishing content across digital platforms. The digital communication team expanded coverage of the main competitions via Facebook, Twitter and Google+ (attracting impressive seven and eight-figure followings), established a newsfeed service on Twitter and provided newsletter and news release services to the media. The updated site also allowed content to be located with greater ease.

The delivery of exclusively online versions of UEFA's technical reports on the male and female U17 and U19 final tournaments was implemented during the season – the advantage of the non-print versions being their availability in UEFA.com's seven languages.

Legal, policy and financial issues

Legal support was required and provided in a wide variety of areas, ranging from disciplinary matters to player transfers and a review of the UEFA Statutes. Initial attention focused on cases related to match-fixing or financial fair play issues, which led to the exclusion of clubs from UEFA competitions and, in some instances, appeals to the Court of Arbitration for Sport (CAS) or the European Commission. The corporate legal services unit monitored, throughout the season, UEFA's transparency in areas such as insurance, pension funds and taxation issues, many of them related to the next two editions of the European Football Championship – a field where the event legal services unit worked on intellectual property rights, match operations and cooperation agreements with the French Football Federation and the EURO 2016 host cities.



In terms of cooperation with the EU, an inaugural meeting of the UEFA task force set up to deal with EU matters was held in February 2014 and the blueprint for UEFA's EU strategy was approved. The legal affairs division performed groundwork for a meeting between the UEFA President and the Council of Europe's ad hoc committee on the reform of international football, while the European Parliament's resolution on online gambling represented another important advance, as did a further resolution on organised crime calling for sporting fraud to be treated as a criminal offence. UEFA was involved in a number of high-level meetings during the Lithuanian presidency of the EU, including a sports forum, a meeting of sports ministers and an expert working group on good governance.

The event legal services unit finalised agreements in the field of club competition operations, engaged in various projects related to EURO 2016 (notably the qualifying round draw in Nice), and was involved in the workshop with the EURO 2020 bidders.

The sports legal services unit monitored the amendments to the UEFA Statutes approved by the 2014 Congress in Astana and dealt with a number of cases involving exclusions from UEFA competitions and the registration of players, while also presenting a revised UEFA Coaching Convention to the Jira Panel and addressing topics related to match agents and codes of ethics. Support was provided to various member associations on topics ranging from the revision of statutes to government interference and the implementation of the UEFA Coaching Convention. The unit was involved in the revision process of the FIFA Standard Statutes, collating feedback from UEFA's member associations prior to a meeting with the other FIFA confederations in February 2014, as well as in the analysis of the feedback received from UEFA's member associations on the draft UEFA resolution for the integrity of the game, which was then adopted by the 2014 Congress in Astana.

During the 2013/14 season, UEFA's disciplinary services once again dealt with some 750 cases, with the number of referrals to the UEFA Appeals Body undergoing a

further downturn. Early in the season, three workshops were staged for members of the disciplinary bodies and inspectors in order to present and explain the revised edition of the UEFA Disciplinary Regulations. A further disciplinary workshop was then staged in Rome in March 2014, at which case histories provided the basis for discussion.

The marketing legal services unit provided legal underpinning for a wide range of commercial agreements related to UEFA competitions (some 240 deals valued at approximately €5bn), notably national team media rights agreements related to the newly centralised European Qualifiers, the endorsement of an official match ball, and matters related to the provision of host broadcast services at UEFA Champions League and EURO qualifying matches, in addition to laying legal foundations for the creation of the Nations League. The unit also represented UEFA at European Commission working groups on cross-border licensing and the campaign against internet piracy and worked on the United Nations Global Compact initiative designed to combat corruption in sponsorship and hospitality.

On the financial front, the focus during the opening months of the campaign was on the closure of the annual accounts for the 2012/13 season and the preparation of a strategic financial outlook covering the five-year period from 2013 to 2018, in addition to the elaboration of the specific budget for the 2014/15 campaign, which was presented to the UEFA Congress in 2014.

With regard to the two main club competitions, payments to participating clubs were completed by June 2014, with €997.5m distributed to UEFA Champions League participants and €232.5m to those in the UEFA Europa League.

The closure of the financial year was one of the procedures conducted via the financial module within the SAP platform, which also

provides important treasury and risk management tools. The external auditors' review of UEFA's finances with their management letter was presented to the UEFA General Secretary and to the Finance Committee prior to submission to the Executive Committee in December 2013. Financial statements related to UEFA Events SA and EURO 2016 SAS were also certified by external auditors and added to the consolidated UEFA financial statements, which were then submitted to the UEFA Congress for approval.

An in-depth analysis of all financial aspects of the administrative year can be found in UEFA's 2013/14 Financial Report.

Office administration

With the UEFA campus enjoying its first full season as a completed entity, a permanent football exhibition was established in the House of European Football to commemorate the organisation's 60th anniversary. During the season, the Human Resources (HR) unit organised a series of internal events and workshops at which a wide range of management issues were discussed. Aiming to enhance the organisation's business efficiency, various staff training programmes were organised on topics such as project management and decision-making.

With a workforce of approximately 400 (one-third of them women), internal communication gained greater relevance, as did team-building activities, many of them in the sporting field. However, family atmospheres were created by traditional, seasonal events and a 'take your child to work day', where staff were invited to give their children an insight into their parents' working environment. This philosophy was extended to Paris, where a 'newcomers' day' was staged for staff joining the EURO 2016



squad. Early in 2014, the HR unit launched an 'I Care about my Health' project aiming to have a positive impact on employees' physical and emotional well-being. Under a Unity in Sport banner, HR representatives from other sports bodies in the region were invited to Nyon to exchange views on HR challenges.

The travel and conferences unit supported the entire spectrum of meetings, workshops and events mentioned in this report, in addition to matches, mini-tournaments and final tournaments in UEFA's competitions including, as notable features of the 2013/14 season, Futsal EURO 2014 in Belgium and the first eight-team European Women's Under-17 Championship in England. As a ballpark figure, some 200 events per month entail involvement by the travel and conferences unit. During the season, EURO 2016 became a major item on the agenda, with an extensive accommodation project up and running, travel policies defined, and base

camps for competing teams and match officials located.

The Colovray sports complex within the UEFA campus was extensively utilised for local, regional and international events, in addition to providing facilities for several national team training camps and a beginners' refereeing course aimed at giving newcomers first-hand experience of handling a match. UEFA's four UEFA Pro licence coach education student exchange events during the season all used the Colovray complex. Major maintenance work was carried out prior to the inaugural final round of the UEFA Youth League, with new seating installed and the stadium dressed UEFA Youth League livery.

The language services unit once again dealt with a substantial workload, ranging from print and online publications to regulations, minutes, action lists, contracts, job descriptions and the news items which appeared on the organisation's intranet. The

unit was also responsible for arranging simultaneous interpreting at UEFA events.

The Information & Communication Technology (ICT) unit finalised a number of upgrading processes and paid special attention to the security of UEFA's IT infrastructure. The SAP digital platform was further expanded and upgraded to rationalise and accelerate many of UEFA's day-to-day business procedures, with business planning, business intelligence, financial reporting and budget/forecasting options added during the season. Preparation work for EURO 2016 included IT solutions at the qualifying-round draw in Nice, planning of IT set-ups and operations in the venues selected for the final tournament and training sessions for EURO 2016 SAS staff. In terms of match operations, a 'Mambo' application was introduced to assist in the preparation and monitoring of all UEFA competitions.

The project related to the preservation of historic documents and the safekeeping of UEFA archives gathered momentum in 2013/14 with a set of ground rules laying the bases for orderly and rational storage. The project envisages the digitalised storage of material gathered in hard-copy format during the period from 1954 to 1995 – a process aimed at achieving greater accessibility and, in consequence, greater usefulness. Rules for external access to the UEFA archives were also defined.

Marketing

Preparations for EURO 2016 included commercial matters related to host cities, fan zones, team base camps, accommodation and supporter packages. In October 2013, a EUROTOP sponsor workshop was staged in Paris, while work continued with CAA Eleven on the sales processes for the remaining

global and national packages. Branding guidelines and assets were distributed to key stakeholders in January 2014.

After a tender process, IMG was appointed as master licensee, while commercial terms were agreed for Continental to become a sponsor for the European Qualifiers and a number of additional events. An official matchball was produced for the European Qualifiers and launched in July 2014. The season was also one of intense negotiation of media rights with broadcasters in Europe and further afield prior to the kick-off of the European Qualifiers in September 2014, while 44 broadcasters attended a workshop in Geneva in April 2014 to plan coverage of the qualifiers. A number of contracts related to media rights (within and outside Europe) for the EURO 2016 final tournament were concluded, in conjunction with CAA Eleven.

The successful delivery of UEFA partners' plans at the UEFA Super Cup, staged in Prague after 15 years at the Stade Louis II in Monaco, kicked off the club competition season. Ten sponsors completed the global sponsorship programme for Futsal EURO 2014, allied with media partnerships which guaranteed optimal promotion of the event.

With regard to the UEFA Champions League, Nissan took on the role of automotive sponsor after Ford had ended its 22-year relationship with the competition. A tender process led to approval of a concept for the brand identity of the 2015 UEFA Champions League final in Berlin while, looking further ahead, the strategy for sponsorship and licensing sales for the 2015–18 three-year cycle was devised, with TEAM Marketing entering the market to sell UEFA Champions League and UEFA Europa League packages.

A further edition of the UEFA Champions League trophy tour was undertaken in



conjunction with UniCredit during the autumn of 2013, with 45,000 fans attending events in Berlin, Bucharest, Budapest, Sarajevo and Sofia, where Fabio Capello, Karl-Heinz Riedle, Paulo Sousa, Christian Karembeu, Miodrag Belodedici, Hasan Salihamidžić and Robert Pirès were among the big names who acted as ambassadors. A further tour, in partnership with Heineken, took the trophy to Argentina, Nigeria and Vietnam during the spring of 2014.

The UEFA Champions League final in Lisbon prompted the biggest-ever promotion of a final with a variety of innovative projects attached to the event, within an integrated marketing plan embracing the men's and women's finals and the Champions Festival. During the season, Gazprom had launched a 'fan of the match' feature, with supporters able to win match tickets by recording a make-believe media interview. PlayStation

introduced a Fantasy Football app, while HTC launched their FootballFeed app which offers fans live updates on club competition matches. The brand of the UEFA Europa League was enhanced by a season-long promotional plan featuring media partnerships, an ambassador programme and the distribution of promotional videos to clubs and broadcasters.

A promotional plan was developed to support the inaugural final round of the UEFA Youth League, featuring media partnerships and on-site participation by four sponsors.

TV production

The TV production unit started the season with host broadcaster duties at the UEFA Champions League and UEFA Europa League

draws in Monaco, while Česká Televisie covered the UEFA Super Cup in Prague. Prior to the match action, a pre-season broadcast partner workshop had been staged at the Fußball Arena in Munich, where 200 participants were updated on innovations for the 2013/14 season, with 20 TV directors then attending a similar workshop.

During the season, the TV production team delivered 33 UEFA Champions League magazine shows and provided live coverage of all the draw ceremonies staged at the House of European Football in Nyon. The unit was also responsible for the production of visual material requested by other divisions, supplying a wide range of images for UEFA.com and a variety of coaching videos. The content of the Legacy video archives project was added to, conserving broadcast-quality footage of UEFA's competitions.

For the UEFA Champions League final in Lisbon, the unit combined with Sport TV to produce coverage using 34 cameras, including an aerial spidercam (installed in the

stadium for the first time) and a helicamera. TV coverage involved 132 commentary positions, 8 pitchview studios, 16 pitchside presentation positions, 80 outside broadcast trucks and experimentation with 4K technology. UEFA's TV production of the UEFA Europa League final also featured the spidercam and helicamera.

Preparations for EURO 2016 entailed a series of site visits to the venues in France where UEFA is planning to provide full host broadcaster coverage.

The unit was involved at various levels in the 2014 UEFA Congress in Astana, producing nine videos, including 'No to Racism' and anti-match-fixing films. The on-site team also produced two video news releases (in seven languages for use on UEFA.com and UEFA.org), which were distributed worldwide.

Operations

The first challenge of the 2013/14 season was to deploy separate operational teams in both Monaco and Prague to ensure correct delivery of the season kick-off events and the UEFA Super Cup. But EURO 2016 was the major concern of the season. Hospitality and ticketing strategies were drafted and IT solutions were put in place to facilitate their implementation. Commercial guidelines for host cities and fan zones were produced. The catalogue of training grounds and team base camps was compiled.

The EURO 2016 slogan was launched at a ceremony staged in Marseille in October 2013, with a steering group meeting attached to the event. All aspects of host broadcasting were delivered at the qualifying round draw in Nice, including scripts and video material such as a Week of Football animation and a Goalkeeper View video with Fabien Barthez providing the voice-over.



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The unit contributed to the organisation of the 2014 club competition finals, notably in the areas of technical services, accreditation and media arrangements.

The project coordination unit continued its preparations for EURO 2016 with reviews of project charters, definitions of administrative processes and the start-up of the intranet portal linking the various project teams.

Sustainability is an important issue for UEFA, and is currently being considered and applied pragmatically within the framework of EURO 2016. Sustainability means aiming to progressively reduce EURO 2016's environmental footprint, operating in a sustained, socially responsible way and gauging the tournament's economic impact in order to provide the host country with a positive legacy. UEFA aims for sustainability to cascade to other UEFA events, its club

competitions and the national associations by, among other things, promoting and organising public transport and mobility, including new technologies, encouraging waste sorting, and sourcing sustainable products and services.

Rewind and fast forward

At the XXXVIII UEFA Congress in Astana, under the flags of UEFA's 54 member associations, was a virtual clock on which each minute marked one of the years which added up to UEFA's 60th anniversary. And one of the season's greatest challenges for the TV production unit was to compress 60 years of history into a six-minute video.

History cannot be changed. But it can form a base on which the future can be built. As the UEFA President, Michel Platini, insisted, the

anniversary served as an incentive to revisit UEFA's core objectives of developing football across the continent and ensuring that as many people as possible benefit from the role it plays in society.

At the end of the 2013/14 season routes towards the achievement of those two fundamental objectives were clearly visible on the UEFA map. In the short term, on-field challenges focused on the implementation of the centralised concept to be introduced in the EURO 2016 qualifiers. In the longer term, the introduction of the UEFA Nations League will provide further incentives for hard work and creative thinking.

The same applies to women's football where, among the challenges to be faced as the development programme gathers speed,

attention needs to be paid to issues such as the education of sufficient coaches and match officials to keep pace with the explosive growth of the women's game.

Work will also be required in promoting and undertaking rewarding social projects, among them the UEFA Foundation for Children. UEFA has to remain aware of its responsibilities in promoting the social values which can be derived from football and its principles of teamwork and integration.

All of this is why integrity, the heart of the game, needs to be protected from corruption, abuse, malpractices and criminal intentions. European football needs to build on 60 years of experience, to continue to develop the game, and to work unstintingly to safeguard its welfare.





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