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Report of the President and Executive Committee  
Report of the UEFA Administration  
2012/13

XXXVIII Ordinary UEFA Congress  
Astana, 27 March 2014



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## I. Report of the President and Executive Committee 1 July 2012 – 30 June 2013

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## SUMMARY

The 2012/13 period could not have got off to a more auspicious start, beginning as it did on the day of the UEFA EURO 2012 final in Kyiv, the culmination of a hugely successful tournament. Although it marked the end of a long, intense period of arduous work that had started in April 2007, the end of EURO 2012 did not herald a lull in UEFA's activities – anything but. Both on and off the pitch, the 2012/13 season was another extremely busy year.

On the pitch, the European Under-21 Championship final tournament in Israel was undoubtedly the most anticipated event of the season. As with all the other UEFA competitions held in all categories during the 2012/13 season, the U21 tournament ran smoothly and to everyone's satisfaction. The final rounds of the youth competitions were held in Turkey and Switzerland for the women and in Estonia and Slovakia for the men. The UEFA Regions' Cup, reserved for amateur footballers, took place in Italy. The foundations were also laid for the launch, on an experimental basis, of the UEFA Youth League, a club competition in which the U19 teams of the clubs involved in the UEFA Champions League group matches compete for the Lennart Johansson Trophy, named after the UEFA honorary president.

The year was also marked by the strengthening of national team football through the gradual introduction of "weeks of football" which, starting with the UEFA EURO 2016 qualifying matches, will give Europe's national teams greater exposure while guaranteeing steadier revenue streams thanks to the centralised sale of media rights.

The club competitions once again generated tremendous public excitement, culminating in two high-quality finals, in Amsterdam for

the UEFA Europa League and London for the UEFA Champions League. At the same time, extensive discussions were held concerning the format of these competitions for the 2015-18 cycle.

Off the pitch, the sustainability of football and the preservation of its integrity were at the heart of UEFA's concerns throughout the 2012/13 period. Eradicating scourges such as racism and all kinds of discrimination, match-fixing and all forms of sports fraud, the excessive losses of certain clubs and the risk of unbalanced competitions is no easy task. Better education, prevention and punishment are the main tools for combating these threats, against which the European football family must take a united stance.

One of the objectives of the UEFA President and Executive Committee was therefore to keep the dialogue open, whether at formal gatherings such as the Ordinary UEFA Congress and meetings of the various UEFA committees, or at working meetings or on other occasions.

At the end of the period under review, two new members were elected to the Executive Committee at the UEFA Congress in London, bringing their knowledge, fresh blood and new ideas to the discussion table. The Executive Committee has always endeavoured to foster a spirit of consultation and to act in the general interest of UEFA's numerous components. It intends to continue along the same path in its new composition, for although enlightenment comes when ideas collide, harmony ensures balance and stability.



## COMPETITIONS

### National team competitions

The national team competitions went through a period of transition prior to the recommendations that had come out of the strategy meeting in Cyprus in September 2011 and been embraced by the Executive Committee being put into practice. In this context, the last European Women's Under-17 Championship final round to involve only four teams and to be hosted by the UEFA administration in Nyon took place in June 2013. Eight teams will participate in the next final round, to be held in England in November/December 2013.

The main focus of attention during the period under review was, however, the development of plans for UEFA EURO 2020. Mooted by the UEFA President in Kyiv at the end of EURO 2012, the idea of a "EURO for Europe" was to the liking of the national associations and the Executive Committee, which gave the

green light to the project at its meeting in Lausanne in December 2012 before starting to sketch out more detailed plans for the tournament, which will be staged in 13 European cities, at its meeting in Nyon the following month. The project, which will give the competition an original touch for its 60th anniversary, appealed particularly to those national associations who lack the resources to host such a major event on their own, providing them with a unique opportunity to be part of the organisation of European football's flagship four-yearly national team tournament. The idea thus fits perfectly with the Executive Committee's desire to involve as many national associations as possible in the organisation of major UEFA events. It also clearly demonstrates that UEFA is anxious to adapt to the difficult economic circumstances in Europe by organising a competition with a global reach that takes society's priorities into account.





The keen interest in EURO 2020 should not, however, overshadow preparations for EURO 2016 in France, which will involve 24 teams for the first time. The Executive Committee receives regular progress reports on all the preparations being made, spearheaded by EURO 2016 SAS. The tournament already has a visual identity, the logo having been unveiled in June 2013, and the ten host cities have also been confirmed. The draw for the qualifying round is scheduled to take place in Nice on 23 February 2014.

On the commercial front, the centralisation of the rights to UEFA competition matches and FIFA World Cup qualifiers involving European national teams has been outsourced to the CAA Eleven agency, which works exclusively on UEFA's behalf and on whose board UEFA has two representatives. The agreement with CAA Eleven entered into force on 1 October 2012, in time for the U21 final round in Israel and the Women's EURO in Sweden. The agency is responsible, among other things, for marketing the UEFA EURO 2016 qualifiers, for which "weeks of football" are being introduced, with national team matches from Thursday to Tuesday.

## Club competitions

The UEFA Champions League and UEFA Europa League began a new three-year commercial cycle in 2012. The popularity of club football and the high standard of play on show resulted in revenue of around €1.4 billion from the UEFA Champions League and €235 million from the UEFA Europa League for the 2012/13 season. Although the participating clubs were the main beneficiaries, the solidarity principle ensured that the clubs knocked out in the qualifying rounds also benefited, as did the youth training programmes of all of Europe's top-division clubs.

The reach of the UEFA competitions was also demonstrated by the presence of more than 5.5 million spectators at UEFA Champions League matches and more than 4 million at UEFA Europa League games.

Since the start of the 2012/13 season, match operations have been handled in-house by UEFA, with the match command centre in the Bois-Bougy building in Nyon always there to support to UEFA's representatives on-site at match venues. On the commercial side, the contract with the TEAM Marketing agency was renewed at the Executive Committee's meeting in Lausanne in December 2012. TEAM now works exclusively for UEFA, which has two representatives on the agency's board.

At its meeting in London in May, the Executive Committee concluded the discussions on the structure of the club competitions for the 2015–18 cycle. After all the stakeholders concerned had been consulted, the Club Competitions Committee pooled the different opinions and drew up a set of proposals for the Executive Committee to consider. The Executive Committee shared the general view that the format of the UEFA Champions League should not be changed because it constitutes a benchmark as far as sports competitions are concerned. However, there will be one new

feature, necessitated by one of the changes made to strengthen the impact of the UEFA Europa League – the maximum number of clubs that any one national association can enter for the UEFA Champions League will increase from four to five, following the decision to give the UEFA Europa League winners a place in the following season's UEFA Champions League, but not at the expense of a club that has qualified through its domestic league position. In addition, the number of clubs that qualify directly for the UEFA Europa League group stage will be increased from 6 to 16, representing 12 national associations.

On the organisational side, the UEFA Champions League final was played at Wembley in commemoration of The Football Association's 150th anniversary. The UEFA Europa League final was played at the Amsterdam ArenA.

The UEFA Women's Champions League final also took place in England, at Stamford Bridge, where a crowd of more than 19,000 testified to the growing popularity of women's football,

a development that was subsequently confirmed at the UEFA Women's EURO 2013 in Sweden in July. The UEFA women's football development programme – in its second year – was implemented in close cooperation with the member associations, according to their respective levels of development. In order to further raise the profile of women's football, the Best Women's Player in Europe Award was created to sit alongside the Best Player in Europe Award (awarded to Andrés Iniesta in 2012), itself introduced at the season kick-off events in Monaco in 2011.

In August 2012, the UEFA Super Cup was played in Monaco for the last time before becoming a travelling competition. UEFA's policy of enabling as many national associations as possible to organise UEFA finals benefited Georgia, which hosted a UEFA final tournament for the first time when it staged the UEFA Futsal Cup finals, which, in turn, produced another first, with Kairat Almaty becoming the first team from Kazakhstan to win a UEFA competition.



From approving regulations to appointing the hosts for finals and final tournaments, the Executive Committee closely follows all the UEFA competitions, club and national team alike.

## Refereeing

There would be no matches without referees, and no properly run competitions without first-rate referees. The Executive Committee therefore continued to pay close attention to refereeing matters. It welcomed the International Football Association Board's decision of 5 July 2012 authorising the system with two additional assistant referees that had been successfully trialled by UEFA in its top competitions. UEFA now uses the system regularly in its



club competitions, as from the UEFA Champions League play-offs and UEFA Europa League group matches. In order to encourage the national associations to adopt the system themselves, the Executive Committee decided to offer financial support to those wanting to use it in their domestic competitions.

The Executive Committee was also pleased to note that all the associations had signed the UEFA Convention on Referee Education and Organisation, which has been instrumental in standardising the organisation of refereeing at national level. A revised version of the convention was also approved by the Executive Committee.

For the sake of continuity of work in the refereeing sector, the Executive Committee decided to extend the appointments of Pierluigi Colina, Marc Batta and Hugh Dallas as UEFA refereeing officers until UEFA EURO 2016.

## OFF THE FIELD

A number of general topics appeared on the Executive Committee's meeting agendas throughout the year. Many of them were also discussed by the Professional Football Strategy Council, whose members include the UEFA President and four UEFA vice-presidents, along with representatives of the European Club Association (ECA), the European Professional Football Leagues (EPFL) and the professional players' union FIFPro Division Europe. The Strategy Council now meets just before Executive Committee meetings, for which it receives the agenda.

## Financial fair play

UEFA's financial fair play criteria will be implemented in full from the start of the 2014/15 season. One of the 11 fundamental values adopted by the 2009 UEFA Congress in Copenhagen and treated as a top priority ever since, financial fair play is designed to safeguard the long-term future of the clubs involved in the UEFA competitions by helping them to protect themselves from or escape the spiralling debts into which European club football has fallen over the years, despite earnings continuously rising.

The financial fair play measures have met with broad support, both from the clubs themselves and from the European Parliament, the Council of Europe Conference of Ministers Responsible for Sport, and the European Commission.

The 2012/13 season was the second since the introduction of financial fair play criteria, and



the Club Financial Control Body, a UEFA disciplinary body, continued its work, within both its investigatory chamber, chaired by Jean-Luc Dehaene (Belgium), and its adjudicatory chamber, chaired by José Narciso da Cunha Rodrigues (Portugal).

Disciplinary action was taken where necessary, treating all cases with the utmost firmness. Current analysis confirms that the clubs are aware of the need to clean up their act and adhere to the basic principle of financial fair play, i.e. that they should not spend more than they earn.

## Integrity

Once again, the Executive Committee stressed that the football authorities are not equipped to solve the problem of match-fixing on their own. In January 2013, it called for sports fraud in all its forms to be recognised as a criminal offence under national legislation. It also adopted more stringent measures by approving changes to the UEFA Disciplinary Regulations which remove statutes of limitation for corruption or match-fixing offences and allow the UEFA Control and Disciplinary Body to act if a member association fails to deal appropriately with actual or attempted match-fixing or corruption.

In March 2013, in alliance with the Professional Football Strategy Council, the Executive Committee endorsed a "Joint action plan for the integrity of the game" based on codes of conduct, education and prevention programmes, agreements with the betting industry, permanent betting fraud detection systems, a coordinated network of national association integrity officers, and very strict disciplinary regulations.

Efforts to tackle violence by so-called "supporters" continued and UEFA did not hesitate, where necessary, to raise the issue with the

political authorities of countries particularly affected by this problem.

The Executive Committee also expressed concern about the increase in the number of disciplinary cases arising from UEFA competition matches, as well as the related increase in appeals against Control and Disciplinary Body decisions. Between 1994/95 and 2011/12, the number of disciplinary cases shot up from 304 to 1,060, and the number of UEFA Appeals Body sessions more than quadrupled, rising from 12 to 53 over the same period. Meanwhile, with the number of legal proceedings handled by UEFA's disciplinary inspectors having passed the 100 mark for the first time, the Executive Committee decided to appoint five additional disciplinary inspectors.

The fight against doping also remains a priority for UEFA, as underlined by the Executive Committee when it approved the introduction of blood tests as part of the regular UEFA anti-doping programme from the 2013/14 season, tests that had previously been reserved just for European Football Championship final rounds. The Executive Committee also authorised a study aimed at retrospectively analysing the steroid profiles of around 900 players who had been tested at least three times in the UEFA club competitions since 2008.

Regarding third-party ownership of players, the Executive Committee is of the opinion that this is not only unethical but also a threat to the integrity of competitions. Since this is an issue that should be dealt with on a global level and FIFA is responsible for all transfer matters, the UEFA Executive Committee referred it to FIFA, urging it to take firm action as soon as possible. Otherwise, UEFA will begin by tackling the problem at the level of the clubs participating in its competitions, banning them from allowing players to be owned by third parties.

## Social responsibility

Top of the agenda in the social responsibility field and a core part of UEFA's Respect campaign is the fight against racism, which the Executive Committee is determined to banish, if not from society as a whole, then at least from football stadiums. UEFA has already been working for a number of years with the FARE (Football Against Racism in Europe) network and all sectors of the game participate in its action weeks every autumn in order to raise public awareness of the scourge of discrimination in all its guises. The UEFA Champions League and UEFA Europa League matches held during that period provide an ideal platform for spreading the message across the globe.

In March 2013, the Executive Committee joined the Professional Football Strategy Council in approving a resolution entitled "European football united against racism", which recognises the efforts already being made, calls on all European football stakeholders to step up the fight, and urges national authorities to provide the legal instruments necessary to take adequate measures against those guilty of racist behaviour.

At the UEFA Congress in London, the member associations unanimously supported an 11-point resolution condemning all forms of discrimination and backing a zero-tolerance approach towards racism. The resolution also encourages referees to suspend or even abandon a match if racist incidents occur.

Meeting on the eve of the UEFA Congress, the Executive Committee adopted new UEFA Disciplinary Regulations that allow harsher disciplinary action to be taken against those guilty of racism, including a partial stadium closure for a first offence, followed by a match behind closed doors and a €50,000 fine for a repeat offence. Players and officials found guilty of racism will be suspended for at least ten matches.

As regards other aspects of social responsibility, the Fair Play and Social Responsibility Committee enjoys a considerable degree of autonomy, but the Executive Committee is kept informed of all its decisions, sets general guidelines and gets directly involved in specific matters, particularly those concerning players'



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health. The Executive Committee is also concerned about the well-being of people beyond Europe's borders, as demonstrated by the UEFA President's visit in June 2013 to a refugee camp in Jordan for victims of the Syrian war. UEFA is giving financial support to the camp, to allow football to help thousands of young refugees to forget their plight for a while.

### Development programmes

The Executive Committee aims to promote any measures that can contribute to the well-being, foundations and development of football, particularly those intended to improve the quality of play, infrastructure and governance. During the 2012/13 period, no fundamentally new development initiatives were taken, and attention continued to focus on the existing development programmes such as HatTrick, which is now in its third cycle (2012–16). The programme offers each national association €3 million for investment projects related to grassroots football or social activities, an annual contribution of up to €1.6 million and a €600,000 solidarity payment to contribute

to general running costs. It also includes a €1 million incentive payment for participating in UEFA's youth, women's and futsal competitions, good governance, applying and implementing the club licensing system and adhering to UEFA's charters and conventions on grassroots football, coach education and refereeing.

For the first time, HatTrick awards were presented in recognition of particularly successful national association projects in the fields of investment, social responsibility, grassroots football and women's football development. These awards went to the national associations of Italy, the Netherlands, Armenia and Northern Ireland respectively, while the Czech FA received the best special project award for its player registration and membership database.

Other development programmes include the Study Group Scheme for football technicians, the UEFA Football Doctor Education Programme, courses for referees, and knowledge sharing seminars in various fields held under the banner of the UEFA KISS programme.

UEFA also continues to support the further education of its member associations' staff through the Executive Master in European Sport Governance (MESGO), the UEFA Certificate in Football Management (CFM) and the UEFA Diploma in Football Management (DFM). In addition, the UEFA Research Grant Programme provides financial support to doctoral and post-doctoral research on subjects of relevance to European football.

## Stakeholder relations

As a member confederation, UEFA plays an active part in FIFA's work and is represented on the world governing body's Executive Committee by the UEFA President, one vice-president and five members elected by the UEFA Congress, and one vice-president appointed by the four British associations. During the year under review, particular attention was paid to the revision of the FIFA Statutes. Not only did the Executive Committee discuss this matter several times at its own meetings, but the presidents and general secretaries of UEFA's member associations met specifically to consider the subject at UEFA's headquarters on 24 January 2013. A declaration was issued at the end of the meeting, setting out the European associations' unanimous position on the proposed amendments to the FIFA Statutes, which included changes to the composition of

the FIFA Executive Committee and presidency, and a proposed age limit of 72 on members of all FIFA bodies.

UEFA is also keen to maintain good relations with FIFA's other member confederations and, to this end, has signed memorandums of understanding with those of South America (CONMEBOL), Asia (AFC) and Oceania (OFC). A similar memorandum has been agreed with the African confederation (CAF), and discussions are under way with CONCACAF, which represents North and Central America and the Caribbean. Furthermore, following the UEFA Congress in London, the Executive Committee appointed Fernando Gomes (Portugal) as special adviser for relations with all other confederations.

Meanwhile, UEFA's relations with one of the fundamental components of the football family, the supporters, are maintained by means of an annual meeting with supporter group representatives. This year's meeting was held in Nyon in March 2013 and was attended by the UEFA President.

At the political level, relations with the European Union remained positive and characterised by mutual understanding, as was demonstrated in April 2013 when the UEFA President met the president of the European

Commission, José Manuel Barroso, in Brussels. The main topics discussed were financial fair play, the fight against match-fixing, international transfers, third-party ownership of players and UEFA EURO 2020. The talks showed that the EU and UEFA share similar views on all these subjects.





## Ordinary meetings

The Executive Committee met five times during the 2012/13 period. These regular meetings enabled it to deal promptly with the vast and varied topics that filled its agenda. The UEFA administration kept the committee permanently informed of current issues, and the UEFA President and Executive Committee members enjoyed numerous opportunities to talk to national association leaders at competition finals or when attending associations' general meetings, anniversary celebrations, building inaugurations and other events. Many member association officials also visited UEFA's headquarters in Nyon. Each Executive Committee member has a portfolio of associations whose affairs they follow particularly closely. As committee chairpersons, Executive Committee members also attend all meetings, conferences, seminars and workshops in every field, giving the executive body a comprehensive overview of all UEFA activities. Last but not

least come the meetings held as part of the Top Executive Programme (TEP), in which national association leaders can discuss essential European football issues and ensure that the Executive Committee's final decisions are taken after broad consultation, in accordance with the principles of good governance. Seven TEP round tables were held between September and November 2012 covering subjects such as the centralised sale of rights for national team qualifiers, the "EURO for Europe", the format of the club competitions, financial fair play and cooperation with FIFA and the other confederations.

The list below provides an overview of the items dealt with by the Executive Committee at its five meetings in 2012/13. The number and variety of topics listed give some idea of the scale of the Executive Committee's task.

## Meeting summaries

### *1 October 2012 in St Petersburg*

- Approval of the new version of the UEFA Convention on Referee Education and Organisation for the 2012–16 period
- Extension of the appointments of Pierluigi Collina, Marc Batta and Hugh Dallas as UEFA refereeing officers
- Approval of the Regulations of the UEFA European Under-21 Championship 2013–15
- Approval of the Regulations of the European Qualifying Competition for the 2015 FIFA Women's World Cup
- Admission of the Gibraltar Football Association as a provisional member of UEFA
- Outsourcing of the management of the centralised rights for UEFA national team competitions to the CAA Eleven agency
- Admission to the UEFA Coaching Convention of the national associations of Azerbaijan (Pro level), Austria (A Youth level), Belarus (Pro level) and France (A Youth level)
- Invitation to all Executive Committee members who were not presidents of their national associations to attend a Top Executive Programme round table
- Admission of the Bulgarian Football Union to the UEFA Grassroots Charter, with one star, and awarding of three and four stars to the Spanish and Belgian FAs respectively

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#### *6 December 2012 in Lausanne*

- Decision to make UEFA EURO 2020 a “EURO for Europe” to be played in several European cities, marking the 60th anniversary of the competition’s inaugural final tournament, and request to the National Team Competitions Committee to develop the project
- Call to national authorities to make sports fraud a criminal offence
- Expression of firm opposition to third-party ownership of players
- Renewal of the contract with the TEAM agency for the marketing of commercial rights for the UEFA club competitions until 2016
- Appointment of Iberia Star Tbilisi as hosts of the 2013 UEFA Futsal Cup finals
- Scheduling of the dates of the 2013/14 European Women’s Under-17 Championship
- Choice of the name UEFA Youth League for the new Under-19 club competition, to be launched on an experimental basis in 2013, with the trophy to be named after the UEFA honorary president, Lennart Johansson
- Decision to hold the Ordinary UEFA Congress in 2014 and 2015 in Astana and Vienna respectively
- Scheduling of a meeting in Nyon in January 2013 to discuss the revision of the FIFA Statutes with the presidents and general secretaries of the UEFA member associations
- Presentation of the annual UEFA administration staff review
- Approval of the qualification criteria for the 2014 Youth Olympic Games

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#### *25 January 2013 in Nyon*

- Initial decisions concerning UEFA EURO 2020, to be played in 13 cities in 13 countries, with stadium capacities between 70,000 for the final and semi-finals and 50,000 for the group matches, with the exception of two stadiums with a capacity of 30,000
- Approval of the bid timetable for UEFA EURO 2020
- Confirmation of the list of ten host cities for UEFA EURO 2016
- Revision of the list of members of UEFA committees and expert panels for the 2011–15 period
- Approval of the agenda and programme for the 2013 Ordinary UEFA Congress
- Approval of a new, more interactive format for the UEFA Elite Club Coaches Forum
- Appointment of five additional disciplinary inspectors to deal with the ever increasing number of disciplinary cases
- Approval of the UEFA PLAY project, an IT platform for assistance and cooperation programmes, which would be made available to the other confederations and their national associations



*28 March 2013 in Sofia*

- Firm condemnation of racism and approval of a position paper calling for the protection of football's integrity
- Approval of the 2013/14 budget for submission to the Ordinary UEFA Congress in London
- Updating of the regulations of the UEFA club competitions for the 2013/14 season
- Approval of the regulations of the new U19 club competition, the UEFA Youth League
- Approval of the 2013/14 UEFA Futsal Cup regulations
- Approval of the 2013 editions of the UEFA Medical Regulations and UEFA Anti-Doping Regulations
- Approval of the UEFA EURO 2020 bid regulations, including the definition of geographical zones and the voting procedure
- Approval of the financial model and main bid requirements for UEFA EURO 2020
- Approval of the regulations of the 2013/14 UEFA Women's Champions League and creation of the Best Women's Player in Europe Award
- Admission of the national associations of Bosnia and Herzegovina, Portugal and Russia to the UEFA Convention on Referee Education and Organisation, bringing all 53 UEFA member associations on board
- Decision to give financial support to member associations wishing to implement the additional assistant referee system in their domestic competitions
- Status report on preparations for UEFA EURO 2016
- Approval of nominations for the UEFA Grassroots Day Awards

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*22/23 May 2013 in London*

- Appointment of Berlin and Warsaw as host cities for the 2015 UEFA Champions League and UEFA Europa League finals respectively
- Analysis of the proposed amendments for the 2015-18 cycle of UEFA club competitions and decision to award the UEFA Europa League winners a place in the following season's UEFA Champions League, and to increase the number of clubs qualifying directly for the UEFA Europa League group stage to 16
- Approval of new UEFA Disciplinary Regulations allowing tougher disciplinary action to be taken against racist conduct and match-fixing
- Approval of the introduction of blood tests as part of the regular UEFA anti-doping programme from the 2013/14 season
- Approval of a study aimed at retrospectively analysing the steroid profiles of around 900 players
- Creation of a working group on relations with the European Union
- Approval of the regulations of the men's and women's youth competitions (U17 and U19) for the 2013/14 season

## UEFA Congress in London

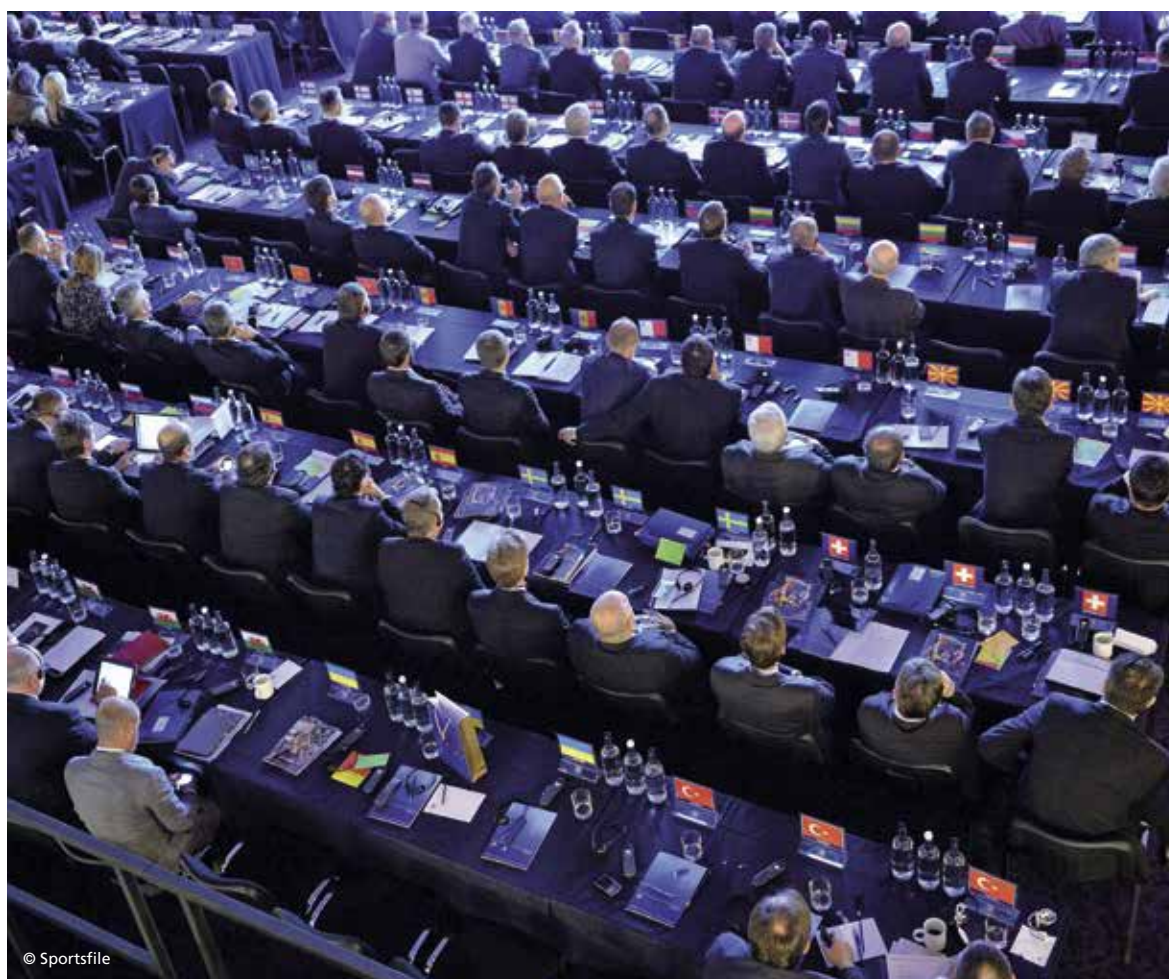
The 37th Ordinary UEFA Congress was held in London on 24 May 2013, after the English capital was chosen in honour of the 150th anniversary of The Football Association, the oldest national football association in the world.

The Congress was marked by the admission of the Gibraltar Football Association as the 54th full member of UEFA, having been accepted as a provisional member by the Executive Committee at its meeting on 1 October 2012.

The Congress elected two new Executive Committee members, David Gill (England) and

Wolfgang Niersbach (Germany). They replaced their compatriots Geoffrey Thompson and Theo Zwanziger, who had decided not to stand for re-election. Geoffrey Thompson, an Executive Committee member since 2000 and UEFA vice-president since 2002, was awarded the title of UEFA honorary member. Theo Zwanziger remains a European member of the FIFA Executive Committee.

At its brief inaugural meeting after the Congress, the Executive Committee also appointed Fernando Gomes (Portugal) as special advisor in charge of relations with other football confederations.





### **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

The Congress was also asked to elect four European members of the FIFA Executive Committee. Since all four outgoing members had sought a new four-year term, Michel D'Hooghe, Şenes Erzik, Marios N. Lefkaritis and Vitaly Mutko were re-elected by acclamation. All European members of the FIFA Executive Committee are invited to all UEFA Executive Committee meetings in order to ensure harmonious collaboration with FIFA and a consistent European position regarding issues that are dealt with at world level.

### **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)









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## Committee Reports 2012/13



## National Associations Committee



The committee dealt mainly with the conclusions of the Top Executive Programme (TEP) round tables held between September and November 2012, at which the presidents and general secretaries of all UEFA member associations had discussed strategic issues concerning the future of European football. Topics for discussion at those round tables had included the European Qualifiers project, the “EURO for Europe” concept (for EURO 2020) – which the association top executives generally thought was a very good idea, the UEFA club competition format for the 2015–18 cycle – which the associations felt did not need changing, financial fair play and the amendments to the FIFA Statutes being proposed by FIFA as part of its reform process.

In addition, the committee received updates on national association issues such as political interference, revision of association statutes and changes in top management. Special attention was paid to the Kosovo case (request of the Football Federation of Kosovo to be allowed to play international friendly matches) and to the progress regarding the agreed roadmap in relation to Gibraltar’s application for full UEFA membership.

**Meeting:** 19 November 2012

Composition of the committee on  
24 May 2013

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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)
	Virgar Hvidbro (Faroe Islands)
	Rotem Kamer (Israel)
	Adalbert Kassai (Romania)
	Sayan Khamitzhonov (Kazakhstan)
	Anatolii Konkov (Ukraine)
	Alex Miescher (Switzerland)
	Georgios Sarris (Greece)
	Kjetil P. Siem (Norway)
	Nikolay Tolstikh (Russia)
	Dimitar Zisovski (FYR Macedonia)
Co-opted Member:	Noël Le Graët (France)

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The following members left the committee during the 2012/13 season:

Gilberto Madaíl (Portugal)  
Oleksandr Bandurko (Ukraine)  
Anders Eggen (Norway)  
Igor Klimper (FYR Macedonia)  
Kimmo Lipponen (Finland)



## Finance Committee

As always, the Finance Committee's main duty was to advise and support the Executive Committee on all financial matters, for the benefit of European football.

Budget versus forecast comparisons were on the agenda of each meeting of the Finance Committee during the year under review, to closely monitor the expected financial performance of the organisation. The committee also decided on additional ad hoc budget requests from other committees or the UEFA administration. The budget for the 2013/14 financial year was reviewed in depth and recommendations submitted to the Executive Committee.

The external auditors performed their annual audit of UEFA and UEFA Events SA in relation to the 2011/12 financial statements, as well as examining UEFA's internal control system. Their report and recommendations were presented to and discussed by the committee. The 2011/12 figures included the financial performance of UEFA EURO 2012, which produced a positive net result that could be reinvested into football during the following three years.

Regular updates on UEFA's financial assets were presented to the committee, as was an overview of its property portfolio. Although the financial markets stabilised to some extent towards the end of the financial year, they remained difficult because of many uncertainties and low interest rates. Against this background, the risk monitoring of UEFA's financial assets remained another recurrent item on the committee's agenda.

**Meetings:** 5 December 2012, 24 January and 27 March 2013

Composition of the committee on 24 May 2013

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<b>Chairman:</b>	Marios Lefkaritis (Cyprus)
<b>Members:</b>	Giancarlo Abete (Italy)
	Allan Hansen (Denmark)
	Wolfgang Niersbach (Germany)
	Mircea Sandu (Romania)

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The following members left the committee during the 2012/13 season:

Geoffrey Thompson (England)  
Theo Zwanziger (Germany)



## Referees Committee

The Referees Committee continued its work to develop referees and refereeing. A revised UEFA Referee Convention was submitted to the UEFA Executive Committee at the beginning of the new four-year cycle. The committee also recommended that the football associations of Bosnia and Herzegovina, Portugal and Russia be admitted to the convention, bringing all of the then 53 UEFA member associations on board.



The use and strength of additional assistant referees continued to grow and has become an integral part of the major UEFA club competitions. After UEFA EURO 2012, additional assistant referees were used again in national team competitions at the European Under-21 Championship final tournament in Israel. A bonus scheme was also introduced for national associations making meaningful use of additional assistant referees in their domestic leagues.

The Centre of Refereeing Excellence (CORE) expanded its activities with the introduction of CORE Development for FIFA men and women referees. As the third cycle of CORE Introductory came to an end, the number of referees who have participated rose to 413, represent-

ing every UEFA member association, with 128 going on to become FIFA referees. Tests recently conducted prove that referees who go through CORE are better prepared in terms of fitness, experience and English language even before they officiate at a UEFA match.

The season also saw new steps in the development of women's refereeing at UEFA level, with the elite women referees joining their male counterparts for the first time at their two annual courses.

**Meetings:** 3 September and 18 December 2012 (technical meeting), 28 January 2013

Composition of the committee on 24 May 2013

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)

The following member left the committee during the 2012/13 season:

Iouri Baskakov (Russia)

## National Team Competitions Committee



The National Team Competitions Committee dealt with several matters during the 2012/13 season, the two main topics having been preparations for the UEFA EURO 2016 European Qualifiers and the development of a tournament concept for the new hosting model for UEFA EURO 2020.

Following the adoption of the “week of football” concept, the committee discussed several competition principles for putting together the match calendar and for the EURO 2016 qualifying draw. For the first time, the calendar for the competition will be centralised and combine sporting principles with commercial requirements. The different types of constraints involved makes this a very challenging exercise. The competition-related requirements that will apply for the European Qualifiers for EURO 2016 were drafted into the 2014–16 European Football Championship regulations, which will come into force in 2014. In addition the committee closely monitored preparations for EURO 2016 in France.

With regard to UEFA EURO 2020, the committee held two extraordinary meetings in December 2012 and January 2013 in order to draw up a concept on which the bidding pro-

cess would be based. The agreed tournament principles formed part of the subsequent bid requirements and regulations, which were published in April 2013, when the bidding phase was launched.

The European Under-21 Championship final tournament in Israel produced great football and was also a success with the public, with more than 170,000 spectators in all attending the 15 matches. The future of the competition was high on the committee’s agenda, not only in order to start preparing for the 2015 tournament in the Czech Republic, but also to examine format and calendar options for the competition beyond 2015.

**Meetings:** 5 and 18 December 2012,  
17 January and 17 April 2013

Composition of the committee on  
24 May 2013

<b>Chairman:</b>	Wolfgang Niersbach (Germany)
<b>Deputy Chairman:</b>	Giancarlo Abete (Italy)
<b>1st Vice-Chairman:</b>	Armand Duka (Albania)
<b>2nd Vice-Chairman:</b>	Geir Thorsteinsson (Iceland)
<b>3rd Vice-Chairman:</b>	Mahmut Özgener (Turkey)
<b>Members:</b>	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)

The following members left the committee during the 2012/13 season:

Ivan Hašek (Czech Republic)  
Zdzisław Kręćina (Poland)



## Club Competitions Committee



The main focus of the Club Competitions Committee's work during the 2012/13 season was the format of the competitions for the new 2015–18 cycle. After receiving the feedback of all stakeholders from a thorough consultation process, a dedicated working group was set up to focus on targeted proposals to increase the appeal and value of the UEFA Europa League. All the final recommendations made, including that the UEFA Europa League winners should qualify for the next UEFA Champions League, were adopted by the committee and submitted to the Executive Committee.

Another focus of attention was the new UEFA Youth League. The regulations for this competition were discussed and submitted to the Executive Committee for approval in good time for the launch of the competition in September 2013.

During the three Club Competitions Committee meetings held in the 2012/13 season, the members were also kept up to date on the implementation of the financial fair play regulations.

Furthermore, topics such as financial distributions, solidarity payments, draw procedures, amendments to the regulations, the international match calendar and the access list, as well as the club competition finals, were also discussed. The committee supported the proposal that the 2015 UEFA Champions League final should be held at the Olympia Stadion in Berlin and the UEFA Europa League final of the same year at the National Stadium in Warsaw.

The committee oversaw the 2013 finals hosted in Amsterdam and London in May, both

of which were played in a fantastic atmosphere and were a huge success.

**Meetings:** 30 August 2012, 1 March and 22 May 2013

Composition of the committee on 24 May 2013

Chairman:	Michael van Praag (Netherlands)
Deputy Chairman:	David Gill (England)
1st Vice-Chairman:	Sandro Rosell (ECA*)
2nd Vice-Chairman:	Diogo Paiva de Brandão (ECA)
3rd Vice-Chairman:	Sofoklis Pilavios (Greece)
Members:	Umberto Gandini (ECA)
	Joan Gaspart (Spain)
	Ivan Gazidis (ECA)
	Theodore Giannikos (ECA)
	Evgeni Giner (Russia)
	Bernhard Heusler (Switzerland)
	Karl Hopfner (ECA)
	Aušrys Labinas (ECA)
	Roger Vanden Stock (Belgium)

The following member left the committee during the 2012/13 season:

Thomas Grimm (Switzerland)

*\*ECA = European Club Association*

## Youth and Amateur Football Committee

The committee had the opportunity during this period to discuss various matters related to the future of European youth and amateur football. Following last year's decisions to expand the Under-17 final round to 16 teams and to play all Under-19 qualifying matches on FIFA international matches dates, the main focus was on the format of the qualifying competitions.

For the Under-17 competition, the committee proposed maintaining two qualifying rounds with mini-tournaments, followed by an elite round increased to eight tournaments involving four teams each. For the Under-19s, the committee considered introducing a qualifying round consisting of home and away matches, to add to the young players' international experience. The debate remained open with the pros and cons of the different solutions still being examined.

The committee noted that the 2011/12 European Under-19 Championship final tournament in Estonia in July 2012 and the 2012/13 European Under-17 Championship final tournament in Slovakia in May 2013 were well organised and well attended. Several committee members also undertook various duties at the 2012/13 UEFA Regions' Cup final tournament in Veneto, Italy, which was won by the home team. Furthermore, the committee monitored preparations for the 2012/13 European Under-19 Championship finals in Lithuania, as well as for the tournaments in 2014.

Finally, the committee discussed certain principles for the UEFA Regions' Cup, such as the



introduction of coefficient rankings for the draws and the non-eligibility of players having played for a national team.

**Meetings:** 9 October 2012 and 19 March 2013

Composition of the committee on  
24 May 2013

<b>Chairman:</b>	Jim Boyce (Northern Ireland)
<b>Deputy Chairman:</b>	Mircea Sandu (Romania)
<b>1st Vice-Chairman:</b>	Aivar Pohlak (Estonia)
<b>2nd Vice-Chairman:</b>	Sergei Roumas (Belarus)
<b>3rd Vice-Chairman:</b>	Ori Shilo (Israel)
<b>Members:</b>	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)
	Carlo Tavecchio (Italy)
	Christian Teinturier (France)
	Matthias Voigt (Liechtenstein)
	Rudi Zavrl (Slovenia)

## Women's Football Committee

The committee monitored preparations for the Women's EURO 2013 in Sweden as well as for the final of the 2013 UEFA Women's Champions League, which returned to England, this time to Chelsea FC's Stamford Bridge. The club competition final was an excellent match, with over 19,000 spectators attending a hard-fought and tight match between Olympique Lyonnais and VfL Wolfsburg.

In other business, the committee was regularly updated on the final tournaments of the European Women's Under-19 and Under-17 Championships for 2013 and 2014.

The committee also discussed strategies for all women's competitions in the coming seasons. It agreed on the format for the 2013–15 FIFA Women's World Cup qualifiers and approved the regulations for this qualifying competition as well as for the 2013/14 UEFA Women's Champions League.

The European women's match calendars for 2013/14 and 2014/15 were approved and, in this context, the committee was keen to start a debate with a view to harmonising the international calendar on a worldwide scale, which would be of enormous benefit to all the stakeholders.

The committee also agreed on the bidding timeline for the Women's EURO 2017 and explored women's football development topics, including the development of women referees. The meeting in June 2013 was solely dedicated to women's football development, and included a report on the status of the women's football development programme and of the development tournaments.



**Meetings:** 10 September 2012, 26 February and 27/28 June 2013

Composition of the committee on 24 May 2013

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<b>Chairwoman:</b>	Karen Espelund (Norway)
<b>Deputy Chairwoman:</b>	Michel D'Hooghe (Belgium)
<b>1st Vice-Chairwoman:</b>	Susanne Erlandsson (Sweden)
<b>2nd Vice-Chairwoman:</b>	Hannelore Ratzeburg (Germany)
<b>3rd Vice-Chairwoman:</b>	Sheila Begbie (Scotland)
<b>Members:</b>	Jasmin Baković (Bosnia and 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)

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The following members left the committee during the 2012/13 season:

Ana Caetano (Portugal)  
Igor Shalimov (Russia)



## Futsal and Beach Soccer Committee

The Futsal and Beach Soccer Committee monitored preparations for the Futsal EURO 2014 in Belgium as well as for the 2012/13 UEFA Futsal Cup finals in Tbilisi, which were a great success, with over 24,000 spectators attending over the two matchdays.

The committee approved the European futsal calendars for 2012/13 and 2013/14 and the UEFA Futsal Cup regulations for the 2013/14 competition.

It also examined strategies for the futsal competitions in the coming seasons.

The futsal development plan, built around five main projects, was reviewed and the members gave their views on how to make the projects effective in order to promote

the practice of futsal. Topical issues were analysed, such as the training of young players and ways to ensure that more young player training is done, in response to the trend of naturalising established foreign talents.

The committee was also pleased with the progress achieved through the futsal refereeing courses and the futsal coach education seminars.

**Meetings:** 23 November 2012 and 14 February 2013



Composition of the committee on 24 May 2013

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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 Pukins (Latvia)
	Ferenc Ragadics (Hungary)
	Hans Schelling (Netherlands)

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The following members left the committee during the 2012/13 season:

Haralampie Hadji-Risteski (FYR Macedonia)  
Ruud Bruijnis (Netherlands)

## HatTrick Committee



The HatTrick Committee works hard to ensure that UEFA's 54 member associations are given every assistance to move forward in terms of infrastructure, administration, management and sporting development.

During the period under review, HatTrick awards were launched for the first time for which all member associations invited to submit entries. In all, 30 projects were submitted by 22 national associations. The award winners were: Italy – best investment project, the Netherlands – best social project, Armenia – best grassroots project, Northern Ireland – best women's football development project, and the Czech Republic – best special project.

The committee was also kept up to date with developments in the important KISS knowledge-sharing programme, as well as in UEFA's personal development programmes, including the pilot Certificate in Football Management (CFM) at domestic level.

The first year of the 2012–16 women's football development programme came to a positive conclusion in June 2013. All UEFA member associations participated and the impact can already be felt, particularly in those national associations which are less

developed in terms of women's football. Many national associations have doubled their numbers of registered women players, and more and more associations are appointing dedicated women's football staff, for example.

To date, 97% of HatTrick II funds, totalling €128,162,000, and 60% of HatTrick III funds, totalling €94,937,000, have been allocated to the national associations.

**Meetings:** 20 November 2012 and 12 March 2013 (plenary); 17 July, 4 October and 17 December 2012 and 12 February 2013 (bureau)

### Composition of the committee on 24 May 2013

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<b>Chairman:</b>	Allan Hansen (Denmark)
<b>Deputy Chairman:</b>	Michael van Praag (Netherlands)
<b>1st Vice-Chairman:</b>	Costakis Koutsokoumnis (Cyprus)
<b>2nd Vice-Chairman:</b>	Leo Windtner (Austria)
<b>3rd Vice-Chairman:</b>	Pertti Alaja (Finland)
<b>Members:</b>	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 Prodan (Romania)
	Sergei Safaryan (Belarus)
	Márton Vági (Hungary)
	Servet Yardimci (Turkey)
<b>Co-opted Member:</b>	Tomislav Karadžić (Serbia)

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The following members left the committee during the 2012/13 season:

Liutauras Varanavičius (Lithuania)  
Bernard Barbet (France)  
Levent Kizil (Turkey)

## Development and Technical Assistance Committee

The committee monitored the reshaping of UEFA's technical education programme around three key pillars (coaching, grassroots and exchange programmes) and a number of focal points involving the Jira Panel, the Grassroots Panel and specialist expert groups.

Helping member associations to improve at national level is a priority, and progress is evident under both the Coaching Convention (more Pro level associations) and the Grassroots Charter (53 associations are now members). The committee welcomed the additional, specialist support introduced in goalkeeping, futsal and fitness, and the additional UEFA-endorsed criteria in the first two.

Both the Study Group Scheme, which members attended and gave feedback on, and the coach education student exchange programme have become valued educational initiatives for association and club representatives.

Another event on the committee's agenda during the period under review was the fourth UEFA Grassroots Day, which took another step forward, with creative new elements and an excellent promotional effort at UEFA level. Maxi-pitches were donated to the host cities of the UEFA club competition finals.

Various technical events were well received last season: the national coaches' conference in Warsaw, a grassroots workshop and a Fitness for Football pilot course (both in Oslo), a futsal pilot course in Madrid and another four goalkeeper coaching courses.

The committee also monitored the different technical reports and appreciated the new design and high-quality output from the new technical observer group.



Finally, the boys' and girls' development tournaments entered their second season, and the committee was pleased to see that all member associations are now involved in this development opportunity for talented young players.

**Meeting:** 24 September 2012

Composition of the committee on  
24 May 2013

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

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The following members left the committee during the 2012/13 season:

Philip Pritchard (Wales)  
Mario Gjurginovski (FYR Macedonia)  
Yordan Letchkov (Bulgaria)  
Vlatko Marković (Croatia)



## Club Licensing Committee

The 2012/13 club licensing cycle came to an end in May 2013 with 577 top division clubs having undergone the licensing procedure in order to participate in the 2013/14 UEFA club competitions. Following the assessment of the licence applications by the member associations, 475 licences were granted and 102 refused.

The Club Licensing Committee met twice during the 2012/13 season, with the main focus of both meetings being a review of all club licensing and financial fair play activities.

The committee also focused on the 2014/15 season, during which the financial fair play requirements will be fully implemented.

Proposals for a 2014 edition of the UEFA Club Licensing and Financial Fair Play Regulations were also examined.

**Meetings:** 20 November 2012 and 7 May 2013

Composition of the committee on  
24 May 2013

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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)
	Tiago Craveiro (Portugal)
	Ludvik Georgsson (Iceland)
	Jacques Lagnier (France)
	Steven Martens (Belgium)
	Peter Peters (Germany)
	Anatoly Vorobyev (Russia)
	Aleš Zavrl (Slovenia)

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The following members left the committee during the 2012/13 season:

David Bernstein (England)  
Marcelino Maté (Spain)  
Einar Schultz (Norway)



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## Stadium and Security Committee



The stadium and security unit, together with the EU think tank and Council of Europe, continues to provide tailored support to national associations experiencing difficulties in the stadium and security sector.

As requested by the Executive Committee at its meeting in January 2013, the chairman and vice-chairman of the Stadium and Security Committee met with high-level representatives in Serbia and Croatia to emphasise the urgent need for progress in both countries.

The committee studied the incident analysis from the 2012/13 UEFA Champions League and UEFA Europe League carried out by the stadium and security unit. Incident levels remained static, but overall, had become more serious, especially as far as the use of pyrotechnics was concerned.

The committee was involved in the joint organisation by the EU and UEFA of the annual stadium and security conference in Vienna. The committee endorsed the joint working programme, which includes UEFA-EU integrated stewarding, policing and stadium management training programmes.

At the suggestion of the UEFA President, the committee supported a proposal that, for new stadiums in particular, substitutes should

be seated in a special sector of the stand rather than on pitch-side benches, in order to improve behaviour at pitch level.

The committee welcomed the proposals of the Centre for Access to Football in Europe (CAFE) to trial an access audit programme in three countries, to include two access-related criteria in the UEFA Club Licensing and Financial Fair Play Regulations and to pay attention to access in the preparations for UEFA EURO 2016.

Regarding UEFA EURO 2016, the committee was also kept informed on stadium and security matters.

**Meetings:** 21 November 2012 and 17 April 2013

### Composition of the committee on 24 May 2013

<b>Chairman:</b>	Grigoriy Surkis (Ukraine)
<b>Deputy Chairman:</b>	Avraham Luzon (Israel)
<b>1st Vice-Chairman:</b>	Paddy McCaul (Republic of Ireland)
<b>2nd Vice-Chairman:</b>	Trefor Lloyd Hughes (Wales)
<b>3rd Vice-Chairman:</b>	Elvedin Begić (Bosnia and Herzegovina)
<b>Members:</b>	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)
<b>Special Advisor:</b>	František Laurinec (Slovakia)

The following members left the committee during the 2012/13 season:

Tomas Gea (Andorra)  
Yury Zhmurko (Russia)

## Medical Committee



A major focus of the Medical Committee's activities during the year under review were the plans for the 6th UEFA Medical Symposium, due to take place from 5 to 7 February 2014 in Madrid. Open to the team doctors of all national associations and elite clubs, the theme of the symposium will be the evolution of football medicine.

Another important task was the preparation of the second UEFA football doctor education programme workshop held in September 2013 in Amsterdam. The emphasis was on teaching essential injury management techniques to doctors from all national associations, who will now cascade what they learned to other doctors in their countries.

Minimum medical requirements for players and match officials were also discussed and the extent to which these requirements were implemented and adhered to by clubs and associations during 2012/13 was reviewed in detail. Compliance during this first year had been very good, and feedback from clubs and national associations prompted some changes to requirements for the 2013/14 season, to facilitate compliance.

Finally, the committee gave new impulse to the UEFA anti-doping programme by recommending that a historical steroid profile research study be undertaken, which could pave the way for the introduction of an innovative player's biological passport, as well as the introduction of some blood testing of players in UEFA club competitions, as has already been implemented at recent European Football Championship final tournaments.

**Meetings:** 27 November 2012 and 6 May 2013

Composition of the committee on 24 May 2013

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Chairman:	Dr 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 José Henrique Jones (Portugal)
	Dr Ioannis Economides (Greece)
	Prof. Andrea Ferretti (Italy)
	Dr Helena Herrero (Spain)
	Dr Tim Meyer (Germany)
	Dr Juan Carlos Miralles (Andorra)
	Dr Pierre Rochcongar (France)

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## Players' Status, Transfer and Agents and Match Agents Committee

The committee was brought up to date on the main amendments to the FIFA Regulations on the Status and Transfer of Players, which came into force on 1 December 2012, and agreed that any future amendments to these FIFA rules should be submitted to UEFA for consideration before being finalised by the relevant FIFA committees and submitted to the FIFA Executive Committee for adoption.

The committee also discussed third-party ownership of player transfer rights and agreed that, insofar as third-party ownership could constitute a serious threat to the integrity of the competitions and the financial situation of the clubs, it should be the responsibility of UEFA to address this issue and to legislate in this respect for its own competitions.

In other business, the committee was informed about the jurisprudence of the FIFA sub-committee and Court of Arbitration for Sport related to the protection of minors and agreed that, if a strict approach in this respect was considered judicious in order to guarantee the protection of minors, the procedure for amateur players should be very simple and as quick as possible, so that they could play football without delay.

The committee also received an update on revision of the FIFA Players' Agents Regulations.

Finally, the committee was updated about UEFA match agents and proposed, in this respect, that the UEFA match agent licensing system be put on the agenda of a future meeting for further examination.

**Meeting:** 22 November 2012

Composition of the committee on 24 May 2013

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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 Lourenco (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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The following members left the committee during the 2012/13 season:

Jorge Pérez Arias (Spain)  
João Leal (Portugal)



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## Legal Committee

The committee was updated on the process to revise the FIFA Statutes and on a case related to the list of major events to be shown on free-to-air television in the United Kingdom.

It was also informed about the main features of the new procedural rules governing the UEFA Club Financial Control Body which had been adopted by the UEFA Executive Committee to take effect from 1 June 2012 and which made the Club Financial Control Body a new competent, independent and transparent body.

In other business, the committee was further informed about the national legislation on match-fixing in Europe and supported the introduction of sporting fraud as a criminal offence in national legislations throughout Europe.

The draft of new FIFA Regulations Governing International Matches was presented to the committee, which decided to set up a working group composed of members of both the Legal Committee and the National Associations Committee to examine this draft in more detail.

Finally, the committee was informed about the different standards of proof in disciplinary cases, especially in match-fixing cases.

**Meeting:** 21 November 2012

Composition of the committee on  
24 May 2013

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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)
	Krister Malmsten (Sweden)
	Alan McRae (Scotland)
	Dumitru Mihalache (Romania)
	Borislav Popov (Bulgaria)
	Peter Stadelmann (Switzerland)

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The following member left the committee during the 2012/13 season:

Sauli Niinistö (Finland)



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## Marketing Advisory Committee



At its meeting in November 2012, the Marketing Advisory Committee focused mainly on the European Qualifiers and the commercial exploitation of UEFA's national team competitions, for which the CAA Eleven agency had been appointed. In addition, an update on the UEFA club competition commercial programme for 2012–15 was provided.

UEFA EURO 2012 was reviewed from a marketing perspective, and an update on UEFA EURO 2016 was presented.

With the KISS marketing awards ceremony having taken place the week before the meeting, a full update on the KISS marketing programme was provided.

The second meeting of the Marketing Advisory Committee during the year under review took place in May 2013. Its main focus was the latest information on the national team competitions marketing programmes.

In addition, the EURO 2016 branding concept was presented, as were media rights and sponsorship updates which showed that both were heading in the right direction.

The members were given a full progress report on the commercialisation of the European Qualifiers rights.

The proposed approach for the UEFA club competitions commercial programme for 2015–18 was also presented. No major changes were envisaged for the UEFA Champions League, while it was proposed that UEFA Europa League sponsorship rights be centralised further so as to also include the group stage.

A further update on the KISS marketing programme was shared, highlighting the success of the past year but also looking to the future and new ways to improve the programme.

Further to its integration into the marketing division of UEFA Events SA, the TV production unit was presented to the members of the committee, who were interested to hear about the Legacy project.

**Meetings:** 22 November 2012 and 2 May 2013

### Composition of the committee on 24 May 2013

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

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The following member left the committee during the 2012/13 season:

**Lutfi Aribogan (Turkey)**



## Media Committee



The Media Committee heard nine presentations on a wide range of topics, including the new UEFA communications strategy, the KISS communications workshop and UEFA's Respect campaign.

In terms of the new UEFA communications strategy, the committee was told that its objective was to ensure that UEFA acted more proactively towards media by establishing an editorial network in order to have better links with journalists, while also monitoring media coverage trends across Europe.

The conclusions from the KISS communications workshop in Vienna in November 2012 were also presented and discussed. During the workshop, UEFA's member associations were given a comprehensive overview of social media activity, including presentations from UEFA.com, Facebook and adidas. The opportunity to network and share ideas proved very worthwhile for all who attended, especially as social media requires little technical development.

UEFA's corporate social responsibility work then came under the spotlight from a communications perspective. Presentations on the Respect campaigns for UEFA EURO 2012 and the anti-

racism action week during the 2012/13 UEFA club competition season were presented and received positive feedback.

The committee was also updated on UEFA's match data gathering procedures and its procedures regarding cross-platform interviews, and received an analysis of UEFA EURO 2012 from a digital perspective.

A short action list was compiled to arrange the date of the next KISS communications workshop, to consider extending the 2013/14 anti-racism campaign in the club competitions, to consider obliging players to give post-match flash interviews, and to develop a positioning on clearly communicating UEFA's work on tackling match-fixing in football.

**Meeting:** 28 February 2013

Composition of the committee on  
24 May 2013

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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)

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The following members left the committee during the 2012/13 season:

Alex Manfré (Malta)  
Edvinas Eimontas (Lithuania)  
Agnieszka Olejkowska (Poland)

## Fair Play and Social Responsibility Committee

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's social responsibility partners and member associations during the 2012/13 season, in the strategic fields of peace and reconciliation, football for all abilities, health, anti-racism and discrimination, the environment and football for development.

UEFA competitions provided the perfect platform for the Make a Healthy Heart your Goal campaign, promoting active, healthy lifestyles by motivating girls and boys to play football. The committee nominated the Johan Cruyff Foundation for the 2013 charity award, and the first KISS seminar on football and social responsibility for UEFA member associations was successfully held in Sarajevo on 4/5 October 2012.



Based on the revised football social responsibility objectives set the previous season, the following activities were also undertaken in 2012/13:

- Five foundations of members of the football family received UEFA support within the Football First/We Care portfolio.
- Football development projects for blind, deaf, cerebral palsy, wheelchair and Special Olympics footballers received UEFA support within the Football for all Abilities portfolio.
- In partnership with the Centre for Access to Football in Europe (CAFE), efforts to improve access to UEFA matches for disabled fans were stepped up, increasing opportunities for a fuller match experience.
- Core partnerships continued with the FARE network (anti-discrimination), the Cross Cultures Project Association (reconciliation), the World Heart Federation (active, healthy lifestyles) and associated partners such as the Homeless World Cup and WWF (protection of the environment).
- Ongoing dialogue was maintained with the fan movement on ticket pricing and other issues.

**Meetings:** 3 October 2012 and 18 April 2013 (plenary); 27 June 2013 (bureau)

Composition of the committee on 24 May 2013

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

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The following members left the committee during the 2012/13 season:

Mark Arthur (England)  
Trefor Lloyd Hughes (Wales)  
Aristides Stathopoulos (Greece)

## Football Committee



The Football Committee's discussions focused mainly on technical and refereeing matters, the Laws of the Game, the club competition structure for the 2015–18 cycle, the international match calendar, and the promotion of UEFA's competitions.

The committee acknowledged the improvements in the preparation of referees and the communication of their activities to the football family.

Several items relating to the Laws of the Game, such as vanishing spray, 12 substitutes, tape on socks and goal-line technology prompted lively discussions.

The committee also received a status report on the "100 Caps" initiative.

To support the promotion of women's football and to recognise the enormous progress made in this sector, it was proposed that Player of the Match and the Player of the Tournament awards be introduced at the Women's EURO. In addition, following the practice established for the men, the committee recommended that a UEFA Best Women's Player in Europe Award be introduced.

Also during the meeting, the committee was presented with a review of the main technical trends at UEFA EURO 2012 and in the 2011/12 UEFA Champions League.

Finally, the committee felt that the UEFA Europa League was necessary as it catered for smaller European nations. Furthermore, a number of committee members were in favour of the UEFA Europa League winners qualifying directly for the following season's UEFA Champions League to help promote the UEFA Europa League.

### Meeting: 26 September 2012

#### Composition of the committee on 24 May 2013

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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)
	Ivan Ćurković (Serbia)
	Robin Dutt (Germany)
	Luís Figo (Portugal)
	Ilcho Gjorgjioski (FYR Macedonia)
	Faruk Hadžibegić (Bosnia and Herzegovina)
	Julius Kvedaras (Lithuania)
	Tibor Nyilasi (Hungary)
	Anton Ondruš (Slovakia)
	Fernando Ruiz Hierro (Spain)
	Davor Šuker (Croatia)
Special Advisor:	Pierluigi Collina

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The following members left the committee during the 2012/13 season:

Grzegorz Lato (Poland)  
Paul Elliott (England)  
Matthias Sammer (Germany)





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WE CARE ABOUT FOOTBALL

## II. Report of the UEFA Administration 1 July 2012 – 30 June 2013





## FOREWORD

### When the curtain was raised on the new administrative year, the spotlight was focused on the UEFA EURO 2012 final in Kyiv.

The ensuing 12 months have allowed us to translate the climax of a wonderful tournament into heartwarming nostalgia. But, as every administrator and on-site operator knows, the end of a tournament signifies more than packing bags and going home. The physical and administrative “de-rigging” of the event occupied a significant slice of the 2012/13 season, while lessons learned in Poland and Ukraine were converted into reference points for UEFA EURO 2016 and for the revolutionary “EURO for Europe” concept which will distribute UEFA EURO 2020 more widely across the continent.

However, winding up EURO 2012 signified one piece of a huge, complex jigsaw puzzle. The aim of this report is to fit all the pieces together and to produce an overall picture of an extremely eventful year which, apart from the numerous matches, entailed full quotas of draws, trophy tours, design launches, workshops, youth development competitions, coach education advancements and a wide variety of exchange and knowledge sharing schemes. The curtain came down with two tournaments in June which went into the history books for different reasons. The final round of the European Under-21 Championship was the biggest football event to be staged in Israel – and ended with a victory for Spain against Italy which provided a top-class advertisement for attacking football. Then, just days before the end of the administrative year, Poland won their first UEFA title, with their Under-17 girls taking the European crown and underlining the growing competitiveness within women’s football.

The year was also exceptional in that many of the tasks which had previously been outsourced were brought under the UEFA



umbrella – not least the delivery of all match operatory of the UEFA Champions League and the UEFA Europa League. The new set-up kicked in immediately after EURO 2012, with the seamless transition demonstrating that challenges had been efficiently met. The remit of this report is not to deliver pats on the back. At the same time, it is appropriate to acknowledge the large amounts of hard work, enthusiasm and dedication which added up to a thoroughly professional handling of an enormous workload. The tasks have been so diverse that projects have relied on interaction, teamwork and shared responsibilities among the various UEFA and UEFA Events SA divisions – meaning that frontiers have been blurred and that specific chapters of this report cannot comfortably be assigned to a single division or department.

The 2012/13 season was a period of strategic importance in terms of defining the shape of UEFA Events SA and determining pathways in the company’s development. The decision to appoint CAA Eleven as the exclusive agency to manage the commercial activities attached to



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UEFA's national team competitions had a significant impact, with priority status given to formalising structures and staffing to ensure that the new company became fully operational as rapidly as possible and that sales processes could be smoothly transferred. Another Executive Committee decision with major consequences was the endorsement of the "EURO for Europe" concept which allows as many as 13 national associations to host matches in the EURO 2020 final tournament. UEFA Events SA responded immediately to the innovative format, which will entail radical changes in terms of concepts and delivery.

The delivery of European qualifying matches on a centralised basis also entailed considerable amounts of preparatory work, much of it capitalising on the experience gained from the centralised approach to the UEFA Champions League and UEFA Europa League. In numerical terms, the project requires the delivery of 278 matches per two-year cycle at some 180 different stadiums – only 30% of which possess previous track records as venues for UEFA club competition matches. The project involves the tailoring of service levels according to local conditions; careful planning based on a geographical zoning system; and rational assignment of internal and external personnel with a view to minimising the impact on permanent UEFA staff.

Extensive negotiations led to the renewal of the contract between UEFA and Team Marketing, extending the latter's role in the sale of commercial rights for UEFA club competitions beyond the 2015–18 three-year cycle.

During the 2012/13 season, UEFA Events SA staff played active roles in the commercialisation and implementation of events such as the UEFA Champions League and UEFA Europa League finals in London and Amsterdam, the UEFA Super Cup in Monaco and the UEFA Women's Champions League final at Stamford Bridge. In terms of national team

competitions, the final round of the European Under-21 Championship in Israel and the final tournaments of the Under-19 and Under-17 Championships in Estonia and Slovakia represented the biggest events ever staged by the respective national associations, as did the final tournament of the UEFA Futsal Cup, the first event to be hosted by the national association of Georgia. Although the final round kicked off shortly after the end of the administrative year, preparations for the UEFA Women's EURO 2013 in Sweden represented one of the major items on the task list for the 2012/13 season.

The following pages aim to condense a year of intense activity into a readable overview which accurately and transparently records UEFA's 2012/13 campaign.

Gianni Infantino

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### **UEFA Administration 2012/13**

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

Debriefing processes revealed statistical evidence to support the unanimous view that UEFA EURO 2012 had been an outstanding success. Audience figures from 44 major markets confirmed that television audiences had registered a 10% growth in comparison with 2008; that the cumulative audience for all EURO-related programming was up 17%; and that the hours of coverage by TV networks had risen by 6%. A full review of the licensing programme, conducted in September 2012, scrutinised the results by the 44 licensees based in ten countries and the 12,000 stores operated by the event's three official retailers, while debrief meetings were also held with the ten official sponsors. The inner workings of EURO 2012 were recorded on a number of behind-the-scenes videos which were edited

immediately after the event. The offices of the local organising committees in Poland and Ukraine were dismantled by the end of 2012, by which time pending tax and insurance issues had been resolved.

From technical and tactical standpoints, EURO 2012 was subject to an in-depth review during the 10th UEFA Conference for European National Coaches, staged in Warsaw at the end of September 2012, when the champion coach, Vicente del Bosque, joined his coaching colleagues to discuss the final tournament.

UEFA's performance as host broadcaster at the final tournament produced highly positive responses, with levels of satisfaction approaching the 100% mark in terms of servicing, account management, the quality of host broadcasting and the unilateral options

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made available to rights holders. UEFA received an award from Sports Video Group for excellence in technological innovation in response to the digital media tablet application which, at EURO 2012, allowed users to select from multiple camera angles and replays during a match. The brand design for the final tournament also won a gold award within the Event Look category at the International Sports Event Management Awards in London. By this time, work was in progress on the brand visual identity for UEFA EURO 2016, with the logo for the final tournament officially launched at the Pavillon Cambon in Paris on 26 June 2013, along with the logos for the host cities.

Preparations for UEFA EURO 2016 swiftly gathered momentum. The project to centralise the marketing of European qualifying matches moved ahead after an initial assessment of bids from agencies interested in selling commercial rights, while sales of media rights and partnership agreements with sponsors for the final tournament in France also gathered pace, along with the development of a fan zone concept for the event. A centralised match schedule, based on the “week of football” concept, was drafted for the qualifying phase and a groundbreaking workshop for national association match managers was staged in Nyon on 20 June 2013.

On 25 January 2013, the ten venues were confirmed and site visits were conducted at each of them, including accommodation surveys conducted by the travel and conferences unit. A review of potential training grounds, team hotels and team base camps was conducted and responsibilities were defined with regard to the substantial accommodation project, involving the travel and conferences and event services units, in conjunction with Kuoni, which was confirmed as the official accommodation agency for the event. The tender process for the international broadcast centre was finalised, with the Viparis Expo Porte de Versailles selected as the location.

Preparations for UEFA EURO 2020 were kick-started with the drafting of regulations related to bids to become one of the 13 cities to be named as hosts for final tournament matches. The finalised bid requirements were distributed to member associations on 26 April 2013.

## Women's EURO 2013

The final tournament was staged in seven Swedish cities during July 2013, making it the first major event of the 2013/14 campaign. Strictly speaking, the statistics which highlight the event as a spectacular success will feature in next year's administration report. But the facts that the 25 matches were watched by 216,888 spectators (a 68% increase on the attendance figures at the Women's EURO 2009), with the final between Germany and Norway at the Friends Arena in Solna attracting a competition record crowd of 41,301, represent a recompense for the immense amounts of hard work invested during the year preceding the event.

In September 2012, the qualifying groups were concluded; the draw for the end of October play-offs was staged; and site visits to Sweden included the venue for the final draw, team hotels and training grounds as well as the seven stadiums where matches were to be played. Further site visits were conducted in conjunction with Eurosport (host broadcaster for the final tournament) while media rights were being successfully sold in countries which had earned the trip to Sweden, and extensive coverage outside Europe had already been secured by the sale of rights in conjunction with those for the men's UEFA EURO 2012.

There was extensive media coverage of the final draw ceremony staged at Svenska Mässan in Gothenburg on 9 November 2012, featuring the former Swedish and German internationals Patrik Andersson and Steffi Jones, who acted as international ambassadors for the Women's



EURO 2013 before and during the final tournament. A finalists' workshop was pegged to the draw in order to offer information and assistance to the 11 teams who would be competing alongside the Swedish hosts. A further ticketing and promotion workshop involving all the visiting associations was organised in Stockholm on 21 February 2013 and, when public ticket sales had been launched a week earlier, 22,400 were sold within four hours.

For the first time at the final round of a European Women's Championship, the concept included fan zones set up in all the host cities, preparations for which were concluded at the very end of the 2012/13 campaign.

## European Under-21 Championship

The final round played at four venues in June 2013 was the largest football event ever to be staged in Israel. The Israel FA, backed by a strong brand identity developed by UEFA,

embarked on an extensive promotional campaign featuring a series of grassroots events and, in addition, engaged the multi-ethnic members of its Under-21 squad in a social integration programme.

The draw for a very strong final tournament was staged in Tel Aviv on 28 November 2012 and featured former internationals Avi Nimni and Eli Ohana, who acted as ambassadors for the event. Images of the final tournament were extensively screened by networks in the participating countries and, thanks to a number of broadcaster agreements concluded by UEFA, a wide range of non-competing countries – many of them non-European. All 15 matches were also streamed live on UEFA.com.

The final tournament was contested on top-quality playing surfaces, with 450 volunteers making invaluable contributions to a well-organised event where the average attendance was 11,503 and the 15 matches produced 45 goals. The football was of a quality to match the setting and the tournament was rich in sur-



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prises, with England and Germany both falling in the group phase. The final at the Teddy Stadium in Jerusalem provided a spectacular climax, with the Spanish captain, Thiago Alcántara, scoring a hat-trick during his team's 4-2 win against Italy (and subsequently being named as UEFA's Player of the Tournament). Spain's defence of the title they had won in 2011 extended the country's extraordinary run of success at all levels.

In the meantime, the draw for the qualifying round of the 2013–15 competition, ending with a tournament in the Czech Republic, had taken place in Nyon on 31 January 2013, witnessed by representatives from all 53 member associations.

## European Futsal Championship

Activity during the 2012/13 season focused on preparations for the final tournament to be staged in the Belgian city of Antwerp in January/February 2014. A record number of 45 national associations entered teams in the competition, with Denmark, Gibraltar, Sweden and Wales making debuts. The qualifying rounds played in January and March 2013 provided seven of the finalists who would join the hosts at the Futsal EURO 2014, with play-offs in September 2013 adjudicating the remaining places in the 12-team final tournament.

## Youth football

UEFA's commitment to youth football was underlined by the impetus given to the development tournaments for boys' and girls' national teams, along with the decision to introduce a UEFA-driven youth competition at club level – as mentioned in the club competitions section of this report.

After six pilot international tournaments for boys' Under-16 teams and girls' Under-17 teams during the previous campaign, the full

programme of international development tournaments got under way during 2012/13, with no fewer than 19 four-team tournaments taking place in a peak period between March and June 2013. UEFA provided administrative and financial support, along with technical input from specialised observers and opportunities for player tracking data to be made available to the competing teams. The events were staged in 19 different member associations.

The traditional youth development competitions involved the usual menu of mini-tournaments, site visits and draws which, unless otherwise stated, took place at UEFA's headquarters in Nyon. All the final tournaments featured educational sessions on doping and the menace of match-fixing.

## European Under-19 Championship

Two weeks after the senior team had won EURO 2012, Spain successfully defended the Under-19 crown which they had donned in Romania a year earlier, beating Greece 1-0 in a thrilling final played under heavy rain. The final tournament was staged, for the first time, in Estonia, where four venues were used – two of them in the capital, Tallinn. The 15-match tournament produced attractive, attacking football and a healthy average of 3.26 goals per game. Only three countries (Greece, Serbia and Spain) had been at the 2011 finals in Romania. The 2012 final tournament in Estonia served as a qualifying event for the FIFA U-20 World Cup, with Croatia, England, France, Greece, Portugal and Spain earning places at the final tournament played in Turkey in June/July 2013 and won by France.

Once the ball had stopped rolling in Estonia, attention switched to the 2012/13 competition and to preparations for the final round to be played, also for the first time, in Lithuania, where Vaida Česnauskienė and Marius Stankevičius played active roles as tournament

ambassadors. A further milestone was reached on 5 December 2012, when the draw, staged in Nyon, for the first qualifying round of the 2013/14 competition featured an entry from Gibraltar, bringing the number of contestants to 54 – the same number also entering the Under-17 competition.

### European Women's Under-19 Championship

Running almost concurrently with the final round of the men's Under-19 competition and kicking off a day after the EURO 2012 final in Kyiv, the 11th European Women's Under-19 Championship provided, by a narrow margin of 24 hours, the first champion of the 2012/13 season in UEFA's youth development competitions. The final tournament was staged – in very high temperatures – in the southern Turkish city of Antalya, and the eight-team line-up

featured no fewer than four debutants: Portugal, Romania, Serbia and Turkey. The fact that the 15 matches yielded only 26 goals hints that the newcomers adopted risk management strategies with the emphasis on team organisation and collective virtues. There were three goalless draws and seven 1-0 scorelines – the latter including the final in which an extra-time goal gave Sweden a 1-0 victory over Spain.

On 20 November 2012, two draws were staged at UEFA's headquarters in Nyon, with 24 national associations being drawn into groups of four for the second qualifying round of the 2012/13 competition – the six winners and the best runner-up joining the Welsh hosts in the final tournament scheduled for August 2013. On the same day, the draw for the first qualifying round of the 2013/14 competition was made – the headline being that a record number of 48 member associations were on the starting grid.



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## European Under-17 Championship

The final round of the 12th European Under-17 Championship was the first to be staged in Slovakia, where the 15 matches were played from 5 to 17 May 2013 at four venues in two centres: Žilina and Dubnica nad Vahom and, further to the south-east, Nitra and Zlate Moravce. The final tournament underlined the competitive nature of Under-17 football in that none of the 2012 finalists managed to qualify in 2013.

The final tournament served to determine Europe's six representatives at the FIFA U-17 World Cup to be staged in the United Arab Emirates in October and November 2013. The honours went to Austria, Croatia, Italy, Russia, Slovakia and Sweden.

The 4,312 spectators who watched the final between Italy and Russia brought the total attendance figure for the tournament to 43,757, the largest crowd corresponding to the hosts' second fixture against Switzerland, watched by 8,327. Nine of the 15 matches, including both semi-finals and the final, were screened on a pan-European basis by Euro-sport. The talking point, however, was the all-time low total of 24 goals, at an average of 1.6 per match. Russia, having defeated Ukraine 3-0 in their opening fixture, took the title for the first time without winning again and despite scoring only one more goal. Sweden, in the semi-final, and Italy, in the final, were defeated by the Russians in penalty shoot-outs after goalless draws. This also makes football unpredictable and exciting.

## European Women's Under-17 Championship

Once again, 44 national associations were on the starting grid for the 2012/13 competition, with 16 of them going into the second qualifying round draw conducted in Nyon on

20 November 2012. The four group winners provided the line-up for the four-team final tournament which provided the last UEFA champions of the season. Three of the final four proved to be debutants, with Belgium, Poland and Sweden vying with two-time champions, Spain, for the title. With Sweden edging home against Spain in a penalty shoot-out and the Polish team defeating Belgium in the semi-finals, a new name was engraved on the trophy when, on 28 June, barely 48 hours before the end of UEFA's administrative year, a single goal gave Poland victory over the Swedes.



The tournament was the last final round of the competition to be staged on the UEFA campus at Colovray and the last to feature only four teams. UEFA was obliged to stage another final tournament during 2013 in order to provide Europe's three representatives at the U-17 World Cup which FIFA had fixed to be played in Costa Rica in March/April 2014. This meant that the draw for the first qualifying round of the 2013/14 campaign was staged as early as 20 November 2012.

## Club competitions

The 2012/13 season heralded major changes as a new three-year cycle kicked in. New sponsors entered the UEFA Champions League and UEFA Europa League arenas and, for the first time, the full range of budgeting, event

management and on-site operations were conducted on an in-house basis by UEFA personnel – signifying notable increases in workloads. By the time the ball had stopped rolling at EURO 2012, it had already started rolling in the qualifying rounds of the two main club competitions. July and August 2012 were months of intense activity, involving a series of draws, site visits and workshops for participating clubs. Throughout the season, regular site visits were conducted at Wembley Stadium, Stamford Bridge and the Amsterdam ArenA – the venues selected for the season’s three club competition finals.

The financial parameters of the club competitions retained their buoyancy. During the first quarter, the accounts for the 2011/12 season were finalised and reviewed by external auditors. As a result, €836.9 million was distributed to UEFA Champions League contestants and €164.3 million to clubs participating in the UEFA Europa League. A total of just over €70 million was also distributed among national associations in the form of solidarity payments earmarked for the promotion of youth devel-

opment throughout Europe. In terms of the 2012/13 season, payments totalling €974.4 million were made to UEFA Champions League clubs before end of the financial year and €226.3 million to clubs participating in the UEFA Europa League. Full details are set out in the 2012/13 UEFA Financial Report.

## UEFA Champions League

The 21st season of UEFA Champions League football featured clubs from 17 national associations, among them debutants such as French champions HSC Montpellier-Hérault, Danish champions FC Nordsjælland and Spanish club Málaga CF, who progressed as far as the quarter-finals. One of the high notes of the season, however, was a harvest of 368 goals – the highest figure recorded since the competition changed to its current format – at a record average of 2.94 per game. The televised image of the competition was further enhanced by the introduction of LED advertising boards as from the knockout rounds – subject to strict controls on usage to avoid any risk of the images becoming disruptive elements.



The UEFA Champions League trophy tour concept was successfully extended into a fourth season, with UniCredit acting as presenter during the autumn tour of Italy. The “village” was set up in Milan, Turin, Bologna, Palermo, Naples and Rome, with fans flocking to see not only the trophy, but also star guests such as Luis Figo, Predrag Mijatovic, Ruud Gullit, Gianluca Vialli and Cafú. Over 200,000 fans visited the villages and more than 40,000 had their pictures taken with the trophy. In spring 2013, Heineken took the baton, taking the trophy to Brazil, the Democratic Republic of the Congo and Indonesia.

The usual sequence of draw ceremonies was staged in Monaco and Nyon, with former England international Steve McManaman acting as ambassador for the 2012/13 final which, to mark the 150th anniversary of The FA, returned to Wembley Stadium for the second time in three seasons. The launch of ticket sales to the general public attracted 240,000 applications. Prices in categories 3 and 4 were reduced considerably in comparison with the previous final in London. The corporate hospitality programme was fully sold out and generated record revenue.

Having eliminated Real Madrid CF and FC Barcelona respectively in the semi-finals, Borussia Dortmund and FC Bayern München disputed a memorable all-German final at Wembley, with more than 25,000 supporters of each club creating a magnificent atmosphere. The teams provided a spectacular and dramatic final to match the atmosphere, with Arjen Robben's late goal giving FC Bayern a 2-1 victory and the club's fifth European crown. Images were transmitted to a global audience of 360 million viewers, with 150 million in just over 200 countries watching live transmission of the Wembley final. In Germany, the match set a new record of 22.5 million viewers.

Less than a month after the fourth final to be played on a Saturday, a new season got under

way with a draw in Nyon for the first and second qualifying rounds of the 2013/14 campaign.

## UEFA Europa League



The Amsterdam ArenA had been selected to stage the fourth final of the competition and a series of site visits were conducted as the season unfolded. A wide range of events was organised around the final, with the trophy embarking on a 25-day tour of the Dutch capital and, for the first time, a pair of fans from each finalist club taking part in a novel obstacle race which made them face a series of challenges during a journey across the city to the arena. The prize for winning The Race, as it was called, was a chance to see the final. The same prize was offered to fans in Amsterdam via a “hot seat” competition, where the challenge was to locate seats which had been hidden around the city. Patrick Kluivert had been appointed as ambassador for the final to be played in his home city, and participated in the series of draws which were conducted during the season and which were accompanied by workshops for the participating clubs. As usual, a brand identity for the final was created (and publicly launched at the Silver Tower in Amsterdam on 30 November 2012) while, during the campaign, the design for the 2012 final in Bucharest won the highest, platinum award for event brand design at the annual MarCom ceremony staged in Dallas, USA.



For once, the UEFA Europa League trophy was not lifted by an Iberian club – although SL Benfica came close to extending the winning tradition. The Portuguese team was defeated by a goal in the last minute of added time, which gave Chelsea FC a 2-1 win and allowed the London club to join AFC Ajax, FC Bayern München and Juventus in the elite band to have completed the full hat-trick of UEFA club competitions. Chelsea had become the first UEFA Champions League winner to be eliminated in the following season's group stage and both finalists had been diverted into the UEFA Europa League after the winter break. The profile of the knockout stages was exceptionally high, with 14 previous UEFA club competition winners among the last 32 and 11 different national associations represented in the last 16.

The profile was also raised by the UEFA/adidas Europa League truck tour which, unlike the UEFA Champions League tour of cities, focused on visits to the homes of clubs which were participating in the competition. In addition, Ruud Gullit, David Ginola and Pierre van Hooijdonk were appointed as Friends of the UEFA Europa League with a view to furthering the promotion of the competition.

The final in Amsterdam was televised in some 120 countries, with an estimated audience of 57 million viewers. In the six major European markets, the viewing figures registered a 10.7% increase on the audience for the previous season's final in Bucharest. At the Amsterdam ArenA, 75 TV and radio commentary positions were used, along with four pitch-view studios and 12 positions for post-match flash interviews.

In terms of the future, the decision to centralise sponsorship as from the group stage during the 2015–18 cycle represented another step forward in the development of the competition.

## UEFA Super Cup

Club Atlético de Madrid's stunning 4-1 victory over Chelsea FC at the Stade Louis II on 31 August 2012 represented the competition's farewell to Monaco after 15 seasons in the principality. The era ended in style, with the three goals in 39 first-half minutes by Radamel Falcao making him the first player to record a hat-trick since the format of the competition was converted into a single match.

On the day before the game, the presentation ceremony for the UEFA Best Player in Europe Award was also staged in Monaco, with Andrés Iniesta (UEFA's Player of the Tournament at EURO 2012) taking the accolade ahead of his FC Barcelona team-mate Lionel Messi and Portugal's Cristiano Ronaldo.



As usual, a wide range of workshops and meetings involving clubs, broadcasters and commercial partners formed part of the season kick-off menu in Monaco, where 600 football-family guests launched the new season in style at a gala dinner staged at the Sporting Club in Monte Carlo.

From that point, preparations for a new era began with site visits to the Eden Park stadium in Prague, selected as the venue for the 2013 UEFA Super Cup.

## UEFA Women's Champions League

The momentum of the competition's consolidation and development was maintained during the 2012/13 season. Club workshops were pegged to draw ceremonies with a view to enhancement work in the main promotional areas: sponsorship, branding and media. In all, 54 clubs from 46 national associations were on the starting grid, 22 of which qualified directly for the round of 32, along with the top ten clubs to emerge from the qualifying round consisting of eight four-team mini-tournaments. The competition thus entailed the organisation of 109 matches.

The final was staged at Stamford Bridge in London, home of Chelsea FC. England international Faye White acted as ambassador for the event, teaming up with the London club's former international star Graeme Le Saux. To promote the competition and women's football as a whole, the day of the final (23 May 2013) was declared Women's Day at the Champions Festival in London, with the focus on offering attractive activities to young female footballers (including matches featuring England women's Under-17 internationals) – and inviting them to have their photos taken with the trophy.

On the field of play, Olympique Lyonnais extended their impressive run in the competition by reaching a fourth successive final but, before a crowd of 19,250, were beaten 1-0 in the final by a well-organised VfL Wolfsburg side which was making its debut in the competition. The title went to Germany for the seventh time in the 12 seasons since the competition was launched as the UEFA Women's Cup.

Three days before the end of the administrative year, the draw for the 32-team qualifying round of the 2013/14 season was staged in Nyon with, once again, 54 clubs from 46 national associations on the starting grid.

## UEFA Futsal Cup



History was made when Kairat Almaty became the first club from Kazakhstan to reach the final of a UEFA competition – and win it. Kairat beat the defending champions, FC Barcelona, 5-4 in the semi-finals and then defeated another former champion, MFK Dinamo Moskva, 4-3 in the final. Iberia Star Tbilisi also made history by reaching the four-club final tournament for the first time and then winning the privilege of hosting the first final tournament of a UEFA competition to be played in Georgia. Although the home team finished in fourth place, attendances for the four matches played at the Palace of Sports in Tbilisi at the end of April 2013 totalled 23,863 spectators – a record for the final tournament – with Iberia Stars' opening game attracting a crowd of 7,200 – the highest ever for a semi-final. The four matches played in Georgia brought the total of games organised during the competition to 103.

A total of 27 clubs had competed in the preliminary round played in August 2012, with the seven group winners joining 17 others in the main round prior to the 16-team elite round which defined the four teams who would compete for the title. Once the venue for the final round had been decided, former Georgian internationals Archil and Shota Arveladze were active in promoting the event in the role of ambassadors.

## UEFA Youth League

The Executive Committee's decision to organise a new Under-19 club competition as a two-year pilot project prompted a sharp acceleration in the groundwork for the competition designed to allow Under-19 teams from the 32 clubs participating in the UEFA Champions League to gain international experience by competing against each other in parallel with the senior competition. Progress on competition regulations and operational issues gathered momentum during the season, with a specialised working group coordinating preparation work. All relevant decisions were made to allow the competition to meet its kick-off appointment in September 2013. The semi-finals and the final will be played at the Colovray sports centre in Nyon.

## Match operations

The 2012/13 season was the second in which the match operations unit in the competitions division was responsible for centrally coordinated venue operations at UEFA's club competition matches. The major innovation was the match command centre at UEFA's headquarters which, after initial trials at the end of the previ-

ous season, came into full operation as from the play-off stage of the club competition season. This immediately proved to be a highly valuable and efficient tool in terms of monitoring match preparations and delivery; supporting the on-site venue teams; and providing pre-empted or rapid-response solutions in the event of major issues. The command centre has full fibre connectivity, which permits in-depth visual coverage of all venues.

The policy of in-house recruitment of venue directors (VDs), venue operations and broadcast managers (VOBMs), and venue services and sponsorship managers (VSSMs) for UEFA matches was also strengthened, with a pool of staff taking on-site roles at UEFA Champions League and UEFA Europa League matches. Pre-season briefings were therefore crucial, and a workshop for venue directors was staged in Lausanne prior to the start of the 2012/13 club competition campaign. During the season, the commercial operations unit of UEFA Events SA also conducted training modules for VOBMs and VSSMs with a view to meeting demands during the 2013/14 campaign. During the 2012/13 season, a major review of stadium information management and processes was initiated, with the aim of upgrading services to national associations.



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The 264 UEFA delegates were also updated on the new delegate's manual and the new reporting tools which were introduced during the 2012/13 season. During each quarter of the campaign, in excess of 200 UEFA delegates were assigned to matches – a statistic which explains why 64 new delegates were recruited to cope with demands during the 2013/14 and 2014/15 seasons – and were given initial training at a seminar staged in Nyon in April 2013.

UEFA delegates also provided feedback on the status of improvements at over 30 venues, building on the information provided by venue directors or stadium inspectors following site visits. During the 2012/13 campaign, particular emphasis was placed on the upgrading of pitch conditions. The venues suffering critical conditions during an especially harsh winter were identified in time for UEFA's consultants to offer support and advice on best practices in pitch maintenance.

## Stadium and security matters

As in the previous season, the stadium and security unit aligned its activities with match operations to ensure maximum efficiency. Many of the foundations for the 2012/13 campaign were laid during an intensive pre-season period, which also featured an extensive debrief on UEFA EURO 2012, during which information was shared with the Council of Europe and the Sports Grounds Safety Authority.

An important event related to improvements in stadium and security operations was a UEFA/EU think tank conference staged in Vienna in September 2012, involving over 300 stadium and security professionals from clubs, police, stadium owners, member associations and government bodies. Together, they laid solid foundations in terms of operational issues and clearly defined responsibilities for the new season of club competition matches. This initiative was followed up via



further think tank events held throughout the season in various European cities.

Other events included a stadium and security workshop in Lithuania in August 2012, a meeting involving the national association and the government in Poland a month later, and seminars on safety and security strategy in Serbia and Croatia during October 2012, where the need for government-led measures to address violence in football was strongly underlined. In November, Lisbon provided the scenario for a UEFA/EU-sponsored event in the context of pan-European training of police to deal with duties attached to football matches. The seminar in Lisbon, aimed at sharing best practice approaches, was attended by 50 police commanders and specialists from across Europe – and by another 50 from the host country. A few weeks later, at the bi-annual meeting of the Council of Europe's standing committee on spectator violence, UEFA's security unit made a presentation on security issues related to EURO 2012.

In March 2013, a two-day event was organised and run by UEFA at the headquarters of the Dutch national association in Zeist. It was unique in that, for the first time, it brought together police commanders and stadium safety managers from the clubs in the top division. This was followed up by a one-day training event staged, in conjunction with the KNVB, at the Amsterdam ArenA as part of the preparations for the UEFA Europa League and UEFA Champions League finals, while the final tournament of the European Under-21 Championship in Israel also required careful monitoring.

In a similar vein, preparation work gathered momentum during the run-up to the annual UEFA/EU security conference scheduled to be staged in Warsaw in September 2013 under the banner of "Together is the only way forward", emphasising the need for partnerships and synergies in the field of safety and security.

## Grassroots football

UEFA's desire to encourage its member associations to "nurture grassroots football together" was underlined when this was selected as the core theme of the 10th UEFA Grassroots Workshop staged at the Ullevaal Stadium in Oslo in April 2013 and attended by representatives of



all of UEFA's member associations. Many of them explained how they are currently following UEFA's lead in terms of pegging grassroots football to elite events at the peak of the football pyramid, with a view to promoting the cultural, lifestyle, health and social benefits which can be derived from the game at its grassroots levels. This was then illustrated by the extensive grassroots activities attached to the season's major events, such as the UEFA Women's EURO in Sweden, the Under-21 Championship finals in Israel, the UEFA Europa League final in Amsterdam and, as has become the custom in recent years, the UEFA Champions League final staged, this time, in London, where the Champions Festival was set up in the area which the city had used to stage the Olympic Games a year earlier.

The English capital was the epicentre of a myriad of pan-European activities associated with the fourth UEFA Grassroots Day. UEFA donated

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maxi-pitches to the city authorities in London and Amsterdam, the venues for the two major club competition finals. Further events took place throughout Europe, many of which were featured on the specially created grassroots section of UEFA.com.

For the first time, UEFA's annual grassroots awards were presented in public, with Italian legend Gianni Rivera stepping on stage at the workshop in Oslo to present the best leader, best project and best club awards to winners from Turkey, Hungary and the Netherlands respectively.

UEFA's Grassroots Charter continued to support and endorse the efforts made by national associations, with the ratifications of Bulgaria and Kazakhstan as signatories at the beginning of the year allowing the circle to be completed. At that point, all 53 member associations had become charter members. The desire to avoid any temptation to rest on laurels immediately provoked an ongoing review of the structure of the charter.

## UEFA Regions' Cup

The final round of the 2011–13 competition represented a return to origins. The first final tournament in 1999 had resulted in victory for the host team in Italy's Veneto region – and the outcome was the same when the final tournament returned to the same venue in 2013 to decide the winner of the eighth competition. Representatives of the eight finalists attended a draw ceremony conducted in Montegrotto Terme by the former AC Milan player Alberto Bigon, and then returned to compete in a highly competitive final round. The two group winners proceeded directly to the final, in which the Selecció Catalana was beaten by the hosts from Veneto in a penalty shoot-out after a goalless draw.

## Solidarity and support for national associations

UEFA's core philosophy is based on the belief that the best possible support for its member associations is an active promotion of cooperation and interaction aimed at maintaining and enhancing the welfare of European football.

### HatTrick

Conceived in 2004, UEFA's HatTrick programme has evolved into a major supply route for the provision of solidarity and support for member associations via a series of educational programmes delivered with the labels of UEFA's Knowledge and Information Sharing Scenario (KISS) and the women's football development programme. The 2012/13 season was marked by a smooth transition into the third HatTrick cycle, which had been designed to extend the assistance project through to 2016. In financial terms, the cycle opened with yearly solidarity payments of €1.6 million to each national association.

HatTrick awards were presented to member associations in five categories: best investment project (Italy); best social project (Netherlands); best grassroots project (Armenia); best women's development project (Northern Ireland); and best special project (Czech Republic).

### KISS (Knowledge and Information Sharing Scenario)

A season of intensive activity got under way with a digital media workshop staged on the UEFA campus in August 2012. Workshops focusing on corporate social responsibility, communications and marketing were then staged in Sarajevo, Vienna and Rome between October and November 2012. KISS marketing support was provided to more than 30





national associations during the season, while a number of pioneering marketing exchanges were organised, involving pairs of member associations. The second distribution of KISS marketing awards, launched with the marketing division of UEFA Events SA, featured as part of the annual marketing workshop in Rome in November 2012, with Scotland, Denmark, Iceland, England, France, Armenia, Israel, Portugal, Lithuania and the Faroe Islands rewarded for outstandingly successful marketing initiatives.

As from 2012/13, material, presentations and information have been made available to all member associations via a specific KISS online platform within UEFA's FAME online application.

Assistance with media operations at key World Cup qualifying matches was provided to a number of national associations between October 2012 and June 2013.

The curtain came down on the season with a first-ever commercial operations training course for representatives from 17 national associations, staged in the Swiss city of Neuchâtel at the end of June 2013.

## University education programmes

The third edition of the UEFA Certificate in Football Management and the second UEFA Diploma in Football Management courses

were launched during seminars at the University of Lausanne in September 2012, with the management board selecting 35 participants for the former and 34 for the latter. Proposals for a pilot scheme whereby UEFA-endorsed Certificate in Football Management courses would be run at national level by member associations were implemented, with the football associations of Croatia and England setting the ball rolling in February 2013. A decision was made to merge the two football management courses into a single diploma delivered at national level as from the 2014/15 season.

September 2012 also heralded the second edition of the Executive Master in European Sport Governance (MESGO) educational programme, run by UEFA in partnership with five other team-sport organisations – the European Handball Federation (EHF), the International Basketball Federation – Europe (FIBA – Europe), the European Rugby Association (FIRA-AER), the European Volleyball Confederation (CEV) and the International Ice Hockey Federation (IIHF). Seven representatives of UEFA member associations enrolled for the course, which entails nine one-week sessions over a period of 18 months.

Under the aegis of the UEFA research grant programme, application forms were despatched to some 400 researchers in the field of football.

## Top Executive Programme

A new season in the Top Executive Programme (TEP) kicked off with round-table events. In seven informal and open discussion platforms organised between September and November 2012, the presidents and general secretaries of all UEFA member associations discussed strategic issues concerning the future of European football. The centralisation of the European Qualifiers and the "EURO for Europe" 2020 concept were among the items on the agenda. Feedback and follow-ups from the season's

round-table sessions were presented to the UEFA Congress in London.

The season also saw the completion of the fact-finding missions which laid the foundations for the strategic analyses and dashboards which are the main pillars of UEFA's TEP advisory assistance service offered to national associations.

## Study Group Scheme

The fifth season of the successful Study Group Scheme generated a total of 52 seminars involving some 1,800 football technicians. The scheme, which was originally scheduled to conclude in 2012, has become a long-term football development programme on account of its success and because of positive feedback from the associations. The 2012/13 round of seminars was organised in 31 different member associations, while blueprints were drawn up for future events to focus in greater detail on specific areas within the four core topics (coach education, elite youth development, grassroots and women's football).

## Coaching

The first major event of the 2012/13 season was the 14th annual forum for elite club coaches, staged at UEFA's headquarters in Nyon during the first week of September and attended by a strong squad of 21 leading club coaches. Three weeks later, the 10th UEFA Conference for National Team Coaches signified a return to Poland for many of the technicians who had led teams into UEFA EURO 2012, among them Vicente del Bosque, who had led Spain to a unique treble of two European Championships and one FIFA World Cup. National team coaches and/or technical direc-



tors from all 53 member associations (along with guests from FIFA and other confederations) met in Warsaw to review the final tournament from a technical and tactical point of view – and to bid farewell to Andy Roxburgh, who was moving to pastures new after more than 18 years as UEFA's technical director. Many thanks for everything, Mr Roxburgh!

UEFA's coach education programme featured a second round of four specialised courses for goalkeeper coaches in Belgium, Moldova, Scotland and Serbia, while Norway and Spain provided the venues for pioneering courses aimed at fitness and futsal coaches respectively.

The programme of exchange courses for UEFA Pro licence students continued with four events staged on the UEFA campus during the 2012/13 season, each of them promoting interchanges between students from four member associations.

UEFA's Coaching Convention continued its positive evolution via evaluations, re-evaluations and monitoring processes conducted by members of UEFA's Jira Panel and technical instructors, while a thorough review of the convention directives commenced.

## Women's football development

A successful pilot phase in 2011/12 enabled the first year of the 2012–16 women's football development programme to be launched with great anticipation. All 53 national associations participated in 2012/13. The impact was felt the most in national associations that are in the earlier stages of developing the women's game. Some 70% of the national association projects were grassroots-related, which reflected the needs of the national associations, two-thirds of which have fewer than 5,000 registered players. Consequently, with their high growth potential, some national associations doubled their numbers of registered players and others did even more than that. Likewise, the UEFA funding enabled advanced national associations such as Germany and Norway to bring new projects to life that otherwise would not have been possible. Another direct result of the programme was an increase in dedicated national association staff for the women's

game. Last but certainly not least, the snowball effect of the programme resulted in significant buy-in from other donors.

Under the umbrella of the HatTrick awards, a women's football development award was given for the first time in 2012/13. It went to the Irish Football Association (Northern Ireland) for its innovative SCORE project, which links schools and clubs, while also developing women's football coaches. In addition to the recognition paid to the IFA for its work in this area, the award also attracted local media interest. The SCORE project has already been showcased as a best practise example.

Women's Under-16 and Under-17 development tournaments were organised in cooperation with the competitions division and the football education services unit. The feedback proved that the project is invaluable in terms of offering talented girls additional international match experience in a tournament environment.



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Meanwhile, the women's football marketing plan project continued to make steady progress. Norway, Scotland, Austria, Denmark, Iceland and Russia led the pilot project aimed at linking the marketing and women's football departments within national associations. UEFA provided tailored support in designing strategic development plans with measurable and attainable targets.

Finally, the annual statistics booklet continued to prove its usefulness among all stakeholders, offering an accurate means to track progress but also acting as a benchmarking tool for the national associations. In addition, a report describing the implementation of the women's football development programme in each national association was also produced and published on UEFA.com. This informative document provides a written account of the programme's return on investment, as well as providing the national associations with an overview of their counterparts' activities.

## Good governance

### Good governance projects

In the 2012/13 season, all UEFA member associations again invested heavily in good governance through a total of 61 projects relating to, among other areas, effectiveness and efficiency, transparency, accountability and solidarity. UEFA supports these initiatives through an incentive scheme under the Top Executive Programme, based on the UEFA good governance menu card containing eight key principles for credible, legitimate and sustainable national associations.

The menu features various types of projects such as the definition and implementation of a rational national association strategy, together with an appropriate performance measurement system; financial (accounting, budgeting,

controlling) and non-financial (reporting and transparency) accountabilities; the creation of a pyramid of rules via clear subsidiarity of statutes, regulations and directives; and the definition and implementation of tools designed to manage the association's competitions.

### Club licensing and financial fair play

The 2012/13 season made a sprint start, with an intensive workload in the club licensing and financial fair play unit to assist national associations with a variety of issues related to the licensing procedures prior to the commencement of the club competition season. In October 2012, a workshop staged in Rome allowed representatives from 53 national associations to review their club licensing experiences and to debate issues which might need to be addressed in the future. By the end of the season, 577 clubs from 53 national associations had requested a licence to compete in the 2013/14 club competitions, of which 102 were refused. However, only five refusals affected clubs which had qualified for UEFA competitions on sporting merit.

Data related to the 2011 financial year were collated in a new edition of the European Football Landscape Benchmarking Report, which was published in January 2013 and, in addition to the sections dedicated to European clubs' financial status, featured new material related to UEFA's club competitions and the teams competing in them.

From a club monitoring point of view, the unit was also required to be fast out of the blocks at the start of the season. No fewer than 237 clubs participating in UEFA competitions were invited to submit a reporting package based on assessments of overdue payables. The information needed to be rapidly evaluated by the investigatory chamber of the UEFA Club Financial Control Body. By 11 September 2012, a list

was published of 23 clubs whose prize money payments had been temporarily withheld in the light of apparent irregularities in terms of overdue payments to employees, social and tax authorities or to other clubs. A further 67 were requested to furnish information related to payables which had become overdue by 30 September, with the result that nine cases were passed to the adjudicatory chamber and eight clubs were ultimately penalised.

In February 2013, three separate workshops were organised in Nyon, aimed at updating representatives of all 53 member associations and their clubs on the practicalities of implementing the financial fair play project, including the newly designed online solution allowing some 700 clubs to supply information. The unit circulated the reporting packages for clubs to complete by the end of the season in order to permit assessments of the break-even rule which forms the basis of the financial fair play concept for the first time in 2014/15.

## Sporting integrity

The campaign to combat match-fixing continued relentlessly during the 2012/13 season, with UEFA's disciplinary unit passing several

reports of suspicious domestic matches to the integrity officers of national associations and subsequently to the relevant law enforcement agencies, based on data provided by the betting fraud detection system.

The unit took part in an inaugural International Centre for Sport Security symposium in Paris, and UEFA also participated in an Interpol conference on match-fixing staged in Rome in January 2013; in an international forum for public prosecutors focused on fighting against cross-border crime; and, to round off a season of sustained collaboration, in regional seminars for integrity officers in Skopje and Kyiv. Briefing sessions on the dangers of match-fixing were, once again, conducted on a team by team basis at the final tournaments of all UEFA age-limit competitions and, during the season, similar sessions were incorporated into the programmes for the student coaches who attended UEFA's Pro licence exchange courses staged in Nyon, as well as into the programme of referee courses.

## Internal audits

Two internal audit sessions took place during the 2012/13 year, with the support of the new corporate governance officer. The two internal



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auditors assessed various subjects such as the external audit report issued by Ernst & Young, the 2011/12 UEFA Financial Report, real estate evaluation, risk identification and evaluation, the SAP (enterprise software) project, the Hat-Trick programme, as well as the project to centralise media and commercial rights for UEFA national team competitions.

In their reports to the UEFA Executive Committee, the two internal auditors expressed satisfaction with the way UEFA staff had negotiated the 2011/12 financial year. They also underlined that the conduct of the team led by the General Secretary, including the EURO 2012 staff, had been excellent in every respect.

## Control and Disciplinary Body

During the 2012/13 year, 753 cases were dealt with by the Control and Disciplinary Body and 53 by the Appeals Body.

Also during this period, the Executive Committee approved new UEFA Disciplinary Regulations.

Additionally, as decided by the UEFA Executive Committee and in accordance with the new UEFA Disciplinary Regulations, the UEFA administration now publishes decisions taken by its disciplinary bodies on the UEFA website, where updates on disciplinary hearings are also provided for the media.

## Football regulation

### Refereeing

As usual, the opening months of the season represented a peak period in terms of appointing match officials, not only for UEFA matches but also for the FIFA World Cup qualifying matches which took place during the same period. At the top of the ladder, UEFA's 92 elite

referees gathered in Nyon at the beginning of September 2012 for the annual workshop at which the technical and physical foundations for the season were laid. On this occasion, the workshop featured specific goal-line training for additional assistant referees, with instant video feedback providing a valuable training tool.

In November 2012, a workshop was organised for the refereeing directors of national associations aiming to assist them with the implantation of the additional assistant referee system and the infrastructures related to financing and training them.

An innovation at the annual winter courses for advanced and new international referees, staged in Rome in January 2013, was the first-ever presence of women match officials, who had previously got together at separate courses. The women referees selected for the UEFA Women's EURO 2013 then got together for a preparatory workshop prior to the final tournament in Sweden.

Given that current workloads generate a need for a strong pool of referee observers, two refresher courses were staged in London and Brussels at the end of 2012 with a view to attaining maximum levels of uniformity in the assessment of referee performances. The final course then took place in Prague. All UEFA member associations sent representatives to a joint UEFA/FIFA referee assistance event for instructors and referee fitness instructors in Cyprus in March 2013.

During the season, the Colovray sports centre on the UEFA campus was the scenario for a series of CORE (Centre of Refereeing Excellence) courses for referees and assistant referees – not only for those based in Europe, but also for squads who travelled to Nyon to use the facilities from as far afield as Japan, New Zealand and the USA.





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The refereeing unit was also responsible for the production of the 2012 edition of the UEFA Referee Convention, which became fully implemented during the 2012/13 campaign and which closed the full circle with the ratification of Bosnia and Herzegovina, Portugal and Russia as signatories.

### Medical matters

The 2012/13 season heralded the implementation at all UEFA matches of the minimum medical requirements established by the UEFA Medical Committee. New regulations related to medical provisions at UEFA matches were also finalised, with a view to achieving greater clarity and a higher degree of streamlining, leading to substantial eco-friendly economies in terms of printed pages.

Preparation work on the content of the 6th UEFA Medical Symposium, to be staged in Madrid in February 2014, focused on pinpointing key topics and identifying the experts most qualified to address them.

### Doping controls

Apart from the usual doping controls conducted throughout UEFA competitions, the anti-doping unit embarked on a research project aimed at compiling a retrospective (and anonymous) study of the steroid profiles of 890 players who have competed in UEFA competitions since 2008. The project, coordinated with the World Anti-Doping Agency and conducted in conjunction with the World Anti-Doping Agency and with the doping control laboratory in Lausanne, aims to identify the potential prevalence of steroid use in European football and lay foundations for the possible introduction of steroid biological profiling as part of UEFA's anti-doping programme. The unit also responded to the Executive Committee's endorsement of plans to introduce a number of blood tests, in addition to the standard urine controls, at some UEFA matches as from the 2013/14 season, meaning that the appropriate procedures were put in place.

UEFA's unique whereabouts programme was one of the facets presented to a worldwide audience at a FIFA meeting involving all confederations in Zurich in September 2012. The event was valuable in terms of calibrating the anti-doping programmes run by the various confederations. UEFA's whereabouts programme, in its third season, was offered vigorous support by the Court of Arbitration for Sport (CAS) via praise for rules "relatively easy for both clubs and players to comply with" while rejecting an appeal lodged by a club.

A group of experienced doping control officers from a wide range of countries met in Nyon in March to discuss procedural issues and to plan the content of the seminar for doping control officers which was staged in June, and to discuss measures for doping control officer training.

## Respect

The Respect campaign completed its fifth season as a firmly established and highly visible element at all UEFA events, permeating them via tangibles such as on-site branding, perimeter boards and players' armbands, along with extensive exposure in printed material, TV spots and on UEFA.com.

The 2012/13 season got under way with an in-depth review of all the social projects which had been successfully pegged to EURO 2012 and had been successfully delivered under the Respect banner. Following the, by now, firmly established tradition, UEFA collaborated strongly with the Football Against Racism in Europe (FARE) action week in October 2012, in conjunction with the clubs staging UEFA Champions League or UEFA Europa League



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fixtures that week. The Respect campaign was intertwined with season-long Unite Against Racism events and campaigns. Under the Respect banner, UEFA met representatives from the Football Supporters Europe and the Centre for Access to Football in Europe (CAFE) organisations in March 2013. During the season, UEFA's Respect campaign underpinned selected campaigns and organisations covering crucial social areas such as health, the environment, racism and discrimination – many of which were interlocked with themes listed in the social responsibility section of this report.

## Communications

The 2012/13 season heralded structural innovation after the departure of director Alexandre Fourtoy, with the establishment of a new communications department within the President's and executive office. The changes were aimed at developing a new communications strategy with emphasis on a more informed service, closer relationships with key media and the creation of clear communication guidelines for UEFA staff. As part of the realignment process, a digital unit was created to replace the unit formerly known as online and publishing. Matters related to social media were brought under the digital umbrella. At the same time, pools of correspondents and venue data coordinators were finalised, with the new structure becoming fully operational during the season.

### Stakeholder relations

A stakeholder relations unit was created during the 2012/13 season with the threefold objective of constructing communication strategies aimed at UEFA's member associations, non-governmental organisations and other partners, and the prime movers on and around the field of play – clubs, coaches, players and referees. The unit embraces a corporate communi-

cations team whose brief includes the management of intranet-style communications via new tools and to dovetail with the human resources unit in implementing an internal staff communication policy.

The unit was closely involved in the development and implementation of the UEFA Europa League "Discover the excitement" campaign and in organising the high-profile presentation – on the pitch at the Estadio Santiago Bernabéu prior to a UEFA Champions League match – of the charity cheque to Cristiano Ronaldo, who had been elected captain of the UEFA.com Team of the Year. The first-ever workshop involving all the press officers of the clubs participating in the UEFA Champions League was also organised in order to present and discuss matters related to interview organisation and other media matters. This ensured better cooperation and consistent messaging across all UEFA media channels with the participating clubs during the 2012/13 season.

The corporate communications team was also engaged in designing much of the content for the KISS media workshop staged in Vienna in November 2012, in organising conference attendances and interviews, and in the delivery of the video material supporting the European Football Unites against Racism resolution which was formally presented to and approved at the XXXVII Ordinary UEFA Congress which took place on Friday 24 May 2013 in London.

From the publications team, the Champions Matchday magazine was launched on the premise of publishing an issue prior to each UEFA Champions League match week, with other special editions also issued at appropriate times during the season. All handbooks and manuals related to the new club competition cycle were also prepared and published in-house for the first time, with Haymarket appointed to deliver all club competition and national team competition programmes until 30 June 2015 following a request for proposal



(RFP) process. In addition, post-event publications related to the European Under-21 Championship, the European Women's Championship and club competitions were rationalised with a view to integrating technical, commercial and marketing aspects into single competition reviews per competition from August 2013.

## Public and media relations

The new public and media relations unit became operational during the 2012/13 season, merging the former media relations unit with business intelligence and the corporate editorial from UEFA.com with a view to unifying UEFA's corporate editorial output and building working relationships with key media contacts based on greater one-to-one links. The day-to-day work of the unit also included the preparation of speeches, ticketing communication strategies and ensuring consistent responses to situations as they arose. This was enhanced by the development of a request-tracking tool to monitor emails and calls received from the media.

The second edition of the UEFA Best Player in Europe Award constituted the first major event of the season, with the events in Monaco also providing an opportunity for members of the



media task force to meet with the UEFA President and gain an insight into UEFA's main priorities and targets for the new season.

A wide range of interviews with the UEFA President were organised, along with one-off events involving the UEFA General Secretary, such as presentations at the Soccerex conference on the centralisation of the European Qualifiers and the new No to Racism campaign, and a video conference with media following the publication of the European club licensing benchmarking report in January 2013.

In conjunction with the AIPS journalists' organisation and the Israel Football Association, an educational visit by young sports journalists to the European Under-21 final tournament took place in June 2013. Crisis communications procedures and communications plans were drawn up for national team final tournaments and the concept of the new Best Women's Player in Europe Award was developed, in preparation for the inaugural presentation ceremony at the start of the 2013/14 season.

## Digital communications

UEFA.com and UEFA-direct remained the main communication tools in terms of recording all the organisation's activities throughout the season, but far-reaching reviews were conducted, leading to significant changes in the approach to traditional publications such as statistics handbooks, tournament programmes and technical reports, with a trend towards online delivery, where applicable, rather than printed paper versions. Evidence of such changes can be witnessed via the online publication of technical reports for the Under-17 and Under-19 final tournaments – male and female – in seven European languages, with video material also included.

However, the season started with a performance review of UEFA EURO 2012, where

UEFA.com recorded global traffic of 73 million visitors – an increase of 18% compared with 2008 and including a sizeable percentage of traffic from mobile. A high percentage of the developments undertaken specifically for EURO 2012 were then transferred into the club competition areas of UEFA.com, including items such as matchday blogs and statistical visualisations. Early in 2013, the website for UEFA EURO 2016 was launched (with the new branding for the event) and the further addition of platforms for the centralised European Qualifiers and the UEFA Youth League prompted some changes to UEFA.com's structure. A new disciplinary section was also incorporated to allow for more efficient and effective communication with the media, along with an option to download copyright-free content.

## Legal, policy and financial matters

Solid legal support was provided over a wide front during the 2012/13 season, ranging from a resolution on racism and evaluations of EU decisions to a number of cases related to exclusions of clubs from UEFA competitions, matters related to the revision of the FIFA Statutes and the legal platform underpinning the adjudicatory chamber of the UEFA Club Financial Control Body, and a legal response to questions raised about UEFA's financial fair play guidelines and the break-even principle.

In terms of cooperation with the EU, the legal division prepared the ground for a meeting that took place between the UEFA President and the president of the European Commission in April 2013. In September 2012, the UEFA administration was represented at an EU sports forum in Cyprus and an informal meeting of EU sports ministers which resulted in a firm declaration against match-fixing. UEFA's voice



was also heard during the preparation of an action plan aimed at regulating online gambling and during discussions with the Council of Europe about an international convention on match-fixing. The UEFA administration was also involved in a European Commission study on the territorial licensing of media rights to sporting events and also analysed studies on the legal and economic impacts of international transfer deals, and the impact of UEFA's locally trained player rule on player lists. Developments in relation to "listed events" under the audiovisual media services directive were closely monitored, along with EU developments in the fields of intellectual property rights and state aid programmes.

Legal support was given to a number of member associations in issues related to statutes, player eligibility and disciplinary cases involving clubs. The business affairs unit was heavily involved in the commercial and sponsorship deals mentioned elsewhere in this report and continued to offer advice to member associations about commercial agreements. At the same time, new legal frameworks were created for UEFA's intellectual property and brand development activities. The corporate legal services unit wound up a number of issues related to UEFA EURO 2012 and redesigned policies with a view to the final tournament in 2016. The event legal services unit was also involved in groundwork for UEFA EURO 2016, including the signing of a contract with an official accommodation agency; legal support for sponsorship negotiations; and contractual

aspects related to the facility for the international broadcast centre. The unit also undertook preparatory work for the “EURO for Europe” concept to be implemented for UEFA EURO 2020.

The sports legal services unit took part in a FIFA workshop for revising the FIFA regulations related to international matches, in addition to the unit’s regular tasks related, among other tasks, to regulations for UEFA competitions, medical guidelines and the licensing of match agents. The marketing legal services unit worked on preparing legal documentation for 26 commercial agreements delivering revenue to UEFA of approximately €436 million. In respect of national team competitions, this included media rights agreements for 12 territories worldwide and an agreement to supply an official match ball for the European Qualifiers. On club competition matters, the unit worked on the launch of sales for the 2015–18 club competitions cycle, working with the European Club Association on rights structures and the preparation of tenders and contractual documentation. The unit continued to represent UEFA in European Commission working groups related to cross-border licensing and anti-internet piracy measures.

On the financial front, a major priority during the opening months of the season was to close the annual accounts – always a complex process in a year when the final round of a European Football Championship has been played. For the first time, the closure of the financial year was conducted via a new fully integrated finance and controlling module within the SAP platform. The external auditors completed their review of the annual accounts at the end of October 2012, and the final figures were presented to the Finance Committee in early December.

During 2012/13, a new financial planning tool (SAP Business Planning and Consolidation) was activated with a view to enhancing the prepa-

ration of budgets and forecasts and improving the quality of financial reporting in general. A further innovation was the connection to an electronic platform allowing foreign exchange trades to be automatically directed to the bank offering the most favourable rate. In the closing months of the season, the budget for 2013/14 was prepared for submission to the UEFA Congress, while the financial controlling unit, after designing and implementing a new reporting system, was working on the foundations of a business intelligence concept and designing a training programme to prepare budget owners to use the new system.

A meeting of the Financial Supervisory Group in January 2013 reviewed UEFA’s portfolio, financial assets and risk management strategies. A further meeting in May focused mainly on risk monitoring and the final drafting of an updated investment policy.

An in-depth analysis of all financial aspects of the administrative year can be found in UEFA’s 2012/13 Financial Report.

## Social responsibility

UEFA’s support for social responsibility projects gained even further momentum during the 2012/13 season, starting with the presentation, in August 2012, of the UEFA charity award to the Stefano Borgonovo Foundation, an organisation committed to the fight against motor neurone disease. The presentation took on a poignant dimension when the Italian striker died of the disease on 27 June 2013 at the age of 49.

Among the salient features of the season was a pioneering workshop on football and social responsibility staged under the KISS banner in Sarajevo in October 2012 and involving some 70 representatives of national associations. Under the umbrella of UEFA’s Respect concept, there was sustained support for organisations





and projects aimed at using the game to promote social values, integration and healthy lifestyles. The Football Against Racism in Europe (FARE) action week was extensively backed by UEFA and the clubs competing on the third matchday of the UEFA Champions League and UEFA Europa League. The joint UEFA/World Heart Foundation "Make a healthy heart your goal" campaign was omnipresent at the venues in Sweden for the UEFA Women's EURO 2013. And UEFA's emphasis on a forward-thinking approach was illustrated by a kick-off meeting in Paris in November 2012, aimed at designing structures for social responsibility programmes pegged to UEFA EURO 2016, with special emphasis on projects aimed at children and young people.

As a result of severe weather, UEFA approved the payment of natural disaster grants to the national associations of the Czech Republic, Germany, Portugal and Wales. Donations were also made to a number of foundations set up

in the names of footballers such as Mihai Nesu, Craig Bellamy and John Giles.

## Office administration

The completion of construction work on the UEFA campus heralded a period of intense activity for the facility management unit entailing, in October and November 2012, approximately 100 internal moves between the different buildings for organisational reasons.

The human resources (HR) unit made an important contribution to the staff redeployment process derived from the decision to out-source sectors of UEFA's marketing activities to the newly formed CAA Eleven company. A transparent and smooth transition resulted in 11 UEFA staff members taking up contracts with the new company. Interaction between the various units within UEFA was encouraged by the introduction of a Football First training

and development programme aimed at promoting knowledge sharing among UEFA staff, with the emphasis on broadening their football-related experience. The initial programme featured visits to events such as disciplinary hearings, coach education workshops, referee training sessions and interviews with coaches such as Ottmar Hitzfeld or Gareth Southgate.

A new pension scheme for fixed-term employees was designed and incorporated into the terms offered to employees recruited as from 1 November 2012. At the end of the season, the average age among UEFA employees was 39 years and the average length of service six years. The staff was 65% male and 35% female.

The travel and conferences unit provided full support to the wide range of meetings, workshops and events mentioned in this report (approximately 2,000 meetings and events at UEFA's headquarters in Nyon and 50 meetings and events abroad), in addition to the final tournaments (approximately 5,000 room nights for the Under-21 tournament in Israel and 7,500 room nights for the Women's EURO in Sweden) and UEFA matches, including the club competition finals (7,000 room nights for the UEFA Champions League final, 2,700

room nights for UEFA Europa League final, 1,600 room nights for the UEFA Super Cup) and other matches (approximately 150 room nights for each of the 145 UEFA Champions League matches and approximately 50 room nights for each UEFA Europa League match). At the same time, the unit started work on the UEFA EURO 2016 accommodation strategy, and detailed planning (approximately 320,000 room nights for all target groups) for the event in France got under way with a series of site visits to the host cities conducted in June 2013 (already about 100 hotels visited in all host cities).

The Colovray sports complex was, again, used extensively for matches, training sessions, seminars and courses – among them the four UEFA Pro licence student exchange coach education events staged during the season. Brazil was among a number of national teams to train at the facility prior to international matches.

The language services unit once again dealt with a substantial workload, ranging from printed publications to regulations, minutes, action lists and a new club licensing toolkit. The unit was also responsible for providing simultaneous interpreting at a wide range of UEFA events.



The information and communication technology (ICT) unit rapidly switched from one EURO to the next. The immediate priority at the beginning of the season was to dismantle ICT equipment at the UEFA EURO 2012 venues in Poland and Ukraine and to build for the future by conducting in-depth debriefings. The next step was to engage in dialogue with the relevant stakeholders with a view to designing structures for the 2016 final tournament in France and establishing direct communication routes between Nyon and the offices in Paris. A number of investments paid longer-term dividends with, for example, the intrusion detection solution installed for EURO 2012 being integrated into the overall UEFA infrastructure.

One of the season's major projects was the initiation of a ticketing and hospitality project aimed at providing a single integrated solution for UEFA EURO 2016 and for UEFA's club competition finals. In the field of on-site operations, the launch of a new application for iPad and iPhone, integrated into UEFA's FAME platform, permitted greater efficiency of operational teams at the venues for UEFA matches.

An archive room was created at La Clairière to accommodate 3,200 boxes of UEFA documentation covering the period from the organisation's foundation in 1954 to the current day. To extend this legacy rationally into the future, a set of rules was drawn up to ensure optimal retention and management of UEFA documentation.

## Marketing

Well over 200 contracts were completed in relation to the sale of media rights for the UEFA Champions League and UEFA Europa League. During the season, TEAM Marketing was confirmed as the agency responsible for marketing UEFA club competition commercial rights for the next cycle. Multiple media rights

agreements were also concluded with regard to the UEFA Women's EURO 2013 and the final round of the European Under-21 Championship, where host broadcasting was conducted under the supervision of UEFA executive producers. The draws for both final tournaments were broadcast live and video news releases were distributed to broadcasters and news agencies to maximise the promotion of the events.

Contracts related to media rights (within and outside Europe) for UEFA EURO 2016 were concluded, with CAA Eleven entering the field of play after the company's appointment, in October 2012, as exclusive sales agent for national team competitions. Important sponsorship agreements were negotiated and concluded during the 2012/13 period. Sales presentations began in October 2012, focusing on other events scheduled for the 2014–17 period in addition to the final round in France. The State Oil Company of the Azerbaijan Republic (SOCAR) became the seventh global partner, following agreements to extend the sponsorship relationships with adidas, Carlsberg, Coca-Cola, Continental, Hyundai/Kia and McDonald's.

Digital rights packages attached to UEFA club competitions were successfully delivered, including sole and exclusive sponsor programmes integrated into UEFA.com pages. The division supported the UEFA Champions League trophy tours implemented in conjunction with UniCredit (during the autumn tour of Italian cities) and Heineken (during the spring programme of visits to Rio de Janeiro, Kinshasa and Jakarta). Similar support was given to the UEFA Europa League truck tour.

In the licensing sector, strategic plans for UEFA EURO 2016 were drafted while, with regard to club competitions, a deal with one of the world's leading video game manufacturers was extended, with the Pro Evolution Soccer game reflecting the realities of UEFA's top competi-



tions. While generating revenue, the deal also allowed UEFA to enhance its reach into younger target groups.

Strong branding continued to rate highly among priorities in the promotion of UEFA's competitions and events. A logo was designed to provide a visual identity for the imminent European Qualifiers programme, accompanied by a video illustrating the development of the branding. Brand identities were also developed for the three club competition finals in London and Amsterdam, and comprehensive brand manuals were compiled prior to the UEFA Women's EURO and UEFA Under-21 events staged in Sweden and Israel respectively. At the same time, the unit was leading projects aimed at creating a higher profile for women's football by assisting a number of national



associations to develop marketing programmes for their domestic competitions. Further backing was provided in February 2013, when eight national associations participated in a brand-building workshop.

The visual identity of the two major club competitions was also reinforced by the decisions to install LED boards at all UEFA Champions League matches from the play-off stage, as from the start of the next three-year cycle and to fully centralise UEFA Europa League sponsorship as from the group stage – the most vis-

ible sign of which will be the presence of uniform perimeter advertising boards.

## Operations

One of the major tasks was the delivery of all UEFA Champions League and UEFA Europa League matches during the 2012/13 season, including the finals in London and Amsterdam. The new match command centre rapidly proved to be an invaluable asset, as did the mobile tools afforded to venue teams, sponsors and broadcast partners. Both innovations made significant contributions to greater efficiency and uniformity of standards across the venues for UEFA competition matches.

In its first full season of operation, the commercial operations and the logistic operations units successfully serviced the 260 games played in the group stages of the two major club competitions, with 94 UEFA staff members comprising almost 75% of the necessary workforce. A first-ever venue team workshop for internal and external staff including the venues directors, venue operations and broadcast managers (VOBMs) and venue services and sponsorship managers (VSSMs) was staged in June 2013.

The events centre unit also formed a new guest services taskforce whose brief is to achieve greater standardisation of the services on offer and to enhance the quality of the guest experience. The 2013 club competition finals were the first events to be supported by the taskforce.

The corporate hospitality programmes for the UEFA Champions League final at Wembley and the UEFA Europa League final in Amsterdam were completely sold out and generated above-target revenue.

During the season, the commercial operations unit of UEFA Events SA also conducted VOBM



and VSSM training modules with a view to meeting demands during the 2013/14 campaign.

The project coordination unit compiled business plans, budget estimates and a tournament manual for UEFA EURO 2016, along with the organisation charts, regulations and work processes related to the event company, EURO 2016 SAS. At the same time, the preparation of bid documents for UEFA EURO 2020 entailed a journey into previously uncharted territory. The same applied to the national team operations unit in terms of driving the formats, service levels and pricing scenarios for the new European Qualifiers project.

The visual identity for UEFA EURO 2016 was presented to all stakeholders in February 2013 and the official logo launch ceremony took place in Paris in June, with the host city logos unveiled on the same day. Groundwork for the final tournament was conducted in various terrains and included preliminary reviews of potential training grounds, team hotels and

base-camp options. A kick-off workshop, with representatives from the host cities and stadiums took place in Paris during April 2013, where the framework for future cooperation and the key milestones were presented and important topics such as fan zones and stadium requirements discussed.

## TV production

The TV production unit, within UEFA Events SA, kicked off the season with host broadcasting duties at the club competition draws in Monaco – successfully enough for broadcasters and clubs to subsequently request copies of the various videos which had been produced by the unit for the draw ceremonies, the gala dinner and the UEFA Super Cup. Workshops were staged in Monaco aimed at promoting dialogue with the host broadcasters for the two major club competitions and to discuss production plans and requirements for the new season. A further two-day workshop was staged in Nyon after the group stages had been completed in December 2012.

During the season, a total of 32 UEFA Champions League magazine shows were delivered to all rights-holding broadcasters between August 2012 and the end of May 2013, along with matchday promotions for both club competitions and a wealth of additional programming which was made available via UEFA's Legacy video archive. A bonus programme was also prepared and distributed to commemorate the UEFA Champions League's 21st season.



In response to technological advances, testing of 4K resolution was carried out at various UEFA Champions League matches and displayed to broadcast partners and internal stakeholders in Nyon. Host broadcaster coverage of the final at Wembley comprised 35 cameras, while a 12-camera 3D production was also offered to broadcast partners. Successful trials were conducted with a system allowing the acquisition and storage of footage from all cameras. Over 3,000 clips were created and delivered to applications with second-screen or iPad potential.

The TV production unit also assumed responsibility for delivering all the visual materials, including promotional videos, attached to all UEFA competitions, conferences, workshops, logo launches, trophy handovers and the UEFA Congress in London.

## The next challenges

The continued references in this report to UEFA EURO 2016, the new "EURO for Europe" concept to be applied in 2020, and the European Qualifiers project provide a clear indication of UEFA's forward thinking and desire to innovate. The new projects entail new thinking and new administrative and operational approaches which will need to be underpinned by efficient business plans, enthusiastic contributions by staff members and high levels of internal communication within a context of great financial responsibility in terms of minimising costs, maximising the benefits of investments and respecting strictly controlled budgets in a climate of total transparency. In addition to implementing sweeping changes with regard to the organisation of events, matches and competitions, UEFA has to continue to play a leading role in promoting the social values which can be attached to the game of football and in defending the sport against match-fixing, corruption and malpractices such as the third-party ownership of football players. UEFA's future challenges are based on the continued development of the game of football at all its levels – and this can only be built on foundations of good governance and integrity.





Setting and printing: Artgraphic Cavin SA, Grandson, Switzerland



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UEFA  
ROUTE DE GENÈVE 46  
CH-1260 NYON 2  
SWITZERLAND  
TELEPHONE: +41 848 00 27 27  
TELEFAX: +41 848 01 27 27  
UEFA.com