



WE CARE ABOUT FOOTBALL

# UEFA Organisational Regulations

Edition 2017

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## **Preamble**

Based on Articles 24(1b), 24(1d), 25, 30(3), 35(2), 37(4), 38(3) and 45(1) of the *UEFA Statutes*, the following regulations have been adopted:

## **I. General provisions**

### **Article 1 - Abbreviations and definition of terms**

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- 1 For the purpose of these regulations, the following abbreviations are used:
  - a) ECA: European Club Association;
  - b) EPFL: Association of European Professional Football Leagues;
  - c) FIFPro: International Federation of Professional Footballers' Associations (Fédération internationale des footballeurs professionnels);
  - d) PFSC: UEFA Professional Football Strategy Council.
- 2 For the purpose of these regulations, the following definitions apply:
  - a) a member of a UEFA committee or expert panel: the chairman, the deputy chairman, the vice-chairman/chairmen and the ordinary members (including the co-opted members and observers, if any);
  - b) anyone appointed by UEFA for any of the following functions is considered as a UEFA match officer: match delegate, referee observer, stadium and security officer, doping control officer, venue director, media officer;
  - c) anyone appointed by UEFA for any of the following functions is considered as a UEFA instructor: referee instructor, technical instructor.
- 3 In these regulations, the use of the masculine form refers equally to the feminine.

### **Article 2 - Scope of application**

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- 1 These regulations establish the organisational structure of UEFA and govern the following areas in particular:
  - a) the terms of reference of a UEFA Emergency Panel (Articles 4-9),
  - b) the terms of reference of the PFSC (Articles 10-16),
  - c) the terms of reference of the UEFA committees and expert panels (Articles 17-61),
  - d) the terms of reference of UEFA match officers and instructors (Articles 62- 74),
  - e) the rules applicable to the UEFA Governance and Compliance Committee and UEFA Compensation Committee (Articles 75-80),
  - f) the duties of the UEFA General Secretary and administration (Articles 81-83).

<sup>2</sup> These regulations do not define the organisational rules applicable to the UEFA Organs for the Administration of Justice, which are set out in the *UEFA Disciplinary Regulations* and the *Procedural rules governing the UEFA Club Financial Control Body*.

### **Article 3 - Organisational structure of UEFA**

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An overview of the organisational structure of UEFA is provided in the organisation chart set out in the annex to these regulations.



## **II. UEFA Emergency Panel**

*(Based on Article 25 of the UEFA Statutes)*

### **Article 4 - Composition and administration**

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- 1 The Emergency Panel is composed of five members of the duly elected Executive Committee, namely:
  - a) the UEFA President,
  - b) the First Vice-President,
  - c) the UEFA Treasurer and
  - d) two other members of the Executive Committee appointed by the UEFA President on a case by case basis.
- 2 In the absence of any of the aforementioned, a UEFA vice-president will deputise for the absent member.
- 3 The General Secretary is in charge of the administration of the Emergency Panel.

### **Article 5 - Authority**

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- 1 Between meetings of the Executive Committee, the Emergency Panel is authorised to take and execute final decisions on urgent matters that fall under the authority of the Executive Committee.
- 2 The Emergency Panel may take decisions in meetings or, if none of its members calls for a meeting, by conference call or correspondence.
- 3 The Emergency Panel may also assist with the preparation of business to be dealt with by the Executive Committee.

### **Article 6 - Notice and chairman**

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- 1 The UEFA President calls meetings of the Emergency Panel by phone, email or fax.
- 2 The UEFA President chairs the meetings of the Emergency Panel.
- 3 In the absence of the UEFA President, the first UEFA vice-president calls and/or chairs meetings of the Emergency Panel.

### **Article 7 - Decision making**

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- 1 The Emergency Panel decides by a simple majority of all its members.
- 2 In the event of a tie, the chairman has the casting vote.

### **Article 8 - Minutes**

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- 1 Minutes of the deliberations and decisions of the Emergency Panel are kept and sent to all members of the Executive Committee before its next meeting.
- 2 The General Secretary appoints a member of the UEFA administration to take the minutes.
- 3 The minutes include the date, place and composition of the Emergency Panel meeting, the agenda, the deliberations as well as the decisions taken.
- 4 The minutes are signed and dated by both the chairman and the member of the UEFA administration appointed to take them.

### **Article 9 - Reporting**

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The Executive Committee is informed at its next meeting about the execution of the decisions taken by the Emergency Panel.

### **III. UEFA Professional Football Strategy Council**

*(Based on Article 35 of the UEFA Statutes)*

#### **Article 10 - Composition**

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- 1 The PFSC is composed of:
  - a) four UEFA vice-presidents, who represent the interests of UEFA's member associations as well as the general interests of UEFA as European football governing body;
  - b) four representatives elected for a two-year term by the group recognised by UEFA as representing the interests of the European professional football leagues;
  - c) four representatives elected for a two-year term by the group recognised by UEFA as representing the interests of the clubs participating in the UEFA competitions;
  - d) four representatives elected for a two-year term by the players' union recognised by UEFA as representing the interests of professional players in Europe.
- 2 In accordance with Article 3<sup>bis</sup> of the *UEFA Statutes*, UEFA currently recognises the EPFL (for the leagues), the ECA (for the clubs) and FIFPro Division Europe (for the players).
- 3 The representatives of the EPFL, ECA and FIFPro Division Europe must hold an active office in their respective national league, club or player organisation. Should a representative cease to meet this requirement at any time during his term of office, he is replaced by someone else elected by his respective group.

#### **Article 11 - Tasks and objectives**

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- 1 The PFSC:
  - a) identifies solutions for improving collaboration between the various stakeholders in European football, in particular by exploring the possibility of establishing a European Professional Football Charter;
  - b) deals with issues pertaining to the social dialogue in European professional football matters;
  - c) works with the existing professional football consultative bodies on all relevant issues;
  - d) ensures that football stays together as one family, with professional and amateur football living together within the existing sports structures and the pyramidal system;

- e) discusses the views of the clubs, leagues, players and UEFA's member associations and informs the Executive Committee accordingly.
- 2 Topics for discussion by the PFSC are determined by its members and may include:
  - a) UEFA club competitions and their calendars,
  - b) the position of professional clubs within the international football environment,
  - c) financial and commercial aspects of European football,
  - d) issues related to the European Union.
- 3 Discussions are conducted with the guarantee of full transparency vis-à-vis UEFA's member associations. All activities are undertaken in a democratic manner and in a spirit of mutual trust.
- 4 The purpose of the PFSC as a consultative body is to make recommendations to the Executive Committee, taking in due consideration the interests and needs of all stakeholders of European football recognised by UEFA.

#### ***Article 12 - Notice, chairman, attendance and frequency of meetings***

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- 1 Meetings of the PFSC are convened and chaired by the UEFA President or, in his absence, by the first UEFA vice-president.
- 2 The meetings of the PFSC are always attended by the General Secretary and/or his deputy and members of the UEFA administration according to the needs.
- 3 Meetings of the PFSC are not open to the public. The chairman may however invite third parties to attend:
  - a) meetings on a regular basis as observers;
  - b) all or part of a meeting if he deems it necessary on account of the agenda.
- 4 The frequency of meetings is determined by the chairman according to the needs and the urgency of matters to be dealt with. As a rule, the PFSC meets twice a year.

#### ***Article 13 - Working groups***

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- 1 If necessary, the PFSC may set up working groups to conduct specific tasks or examine specific issues (for example, to have a platform for social dialogue between the employers and employees in football).
- 2 Such working groups may include participants who are not members of the PFSC.

#### **Article 14 - Procedure, powers and reporting**

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- 1 Recommendations of the PFSC to the Executive Committee require the unanimous support of the four groups of which it is composed.
- 2 Before making recommendations to the Executive Committee, the members of the PFSC may consult their respective groups to validate potential positions of the PFSC.
- 3 The Executive Committee is informed by the chairman of the PFSC of any matter discussed by the PFSC, even if not supported by the unanimous agreement of the four groups of which it is composed.

#### **Article 15 - Minutes**

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- 1 Minutes of the deliberations and recommendations of the PFSC are kept and sent to all members of the PFSC before its next meeting.
- 2 The General Secretary appoints a member of the UEFA administration to take the minutes.
- 3 The minutes include the date, place, and composition of the meeting of the PFSC, the agenda, the deliberations and the agreed recommendations.
- 4 The minutes are signed and dated by both the chairman and the member of the UEFA administration appointed to take them.

#### **Article 16 - Other applicable provisions**

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In addition, the provisions of Articles 46, 47(1), 47(2), 48, 49(1), 50, 53 to 57, and 59 to 61 apply by analogy to the PFSC.

## **IV. UEFA Committees and Expert panels**

*(Based on Articles 37(4) and 38(3) of the UEFA Statutes)*

### **A. UEFA Committees**

#### **Article 17 - Composition, representation and chairman**

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- <sup>1</sup> Unless stipulated otherwise in the following provisions, the UEFA committees are composed of the following voting members:
  - a) a chairman;
  - b) a deputy chairman;
  - c) the number of vice-chairmen and ordinary members deemed necessary for the committees to function properly.
- <sup>2</sup> The Executive Committee may co-opt additional members (without voting rights) to a committee, if necessary.
- <sup>3</sup> A UEFA member association cannot be represented by more than one member on a given committee (with the exception of any co-opted members and of the members of the Club Competitions Committee).
- <sup>4</sup> Every UEFA member association has at least two representatives on the overall number of UEFA committees.
- <sup>5</sup> In the absence of the chairman, or in the event that he is not entitled to participate in a meeting or part of a meeting due to a conflict of interest, the deputy chairman replaces him. If, for any of the same reasons, the deputy chairman cannot replace the chairman, the highest-ranked available vice-chairman does so.

#### **Article 18 - National Associations Committee**

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The National Associations Committee deals with relations between UEFA and its member associations, in particular:

- a) development of UEFA's relationship with its member associations;
- b) problems within or between UEFA member associations;
- c) problems regarding applications for UEFA membership;
- d) cooperation with political authorities as well as cases of unwarranted political or other interference;
- e) consideration of needs of UEFA member associations and strategies to be applied in this respect, such as the Top Executive Programme, as well as of recommendations of portfolio holders to the Executive Committee.

## **Article 19 - Finance Committee**

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- 1 The Finance Committee is composed of:
  - a) a chairman, namely the UEFA Treasurer appointed by the Executive Committee (upon proposal of the President) for that purpose and having the same status as a UEFA vice-president;
  - b) at least two other members.
- 2 The Finance Committee advises and supports the Executive Committee in the financial management of UEFA, in particular, but not limited to the following fields:
  - a) financial reporting to the Executive Committee and Congress,
  - b) budgeting and forecasting (strategic financial outlook),
  - c) asset and financial risk management,
  - d) investment policy (including property),
  - e) agency agreements related to the top competitions,
  - f) follow-up of the management letter issued by the auditing body,
  - g) good financial governance and transparency,
  - h) internal control system.
- 3 The Executive Committee guides the Finance Committee on the objectives and priorities to be followed.
- 4 The Finance Committee cooperates in its work with the auditing body.

## **Article 20 - Referees Committee**

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- 1 The Referees Committee is composed of a chairman, a deputy chairman and the number of vice-chairmen and/or ordinary members deemed necessary for the committee to function properly.
- 2 The UEFA Executive Committee appoints a Chief Refereeing Officer, who is the chairman of the committee, and four Refereeing Officers, one of whom is the deputy chairman of the committee. The Refereeing Officers are members of the Referees Committee and their main responsibilities are:
  - a) to set the technical strategy for refereeing in Europe;
  - b) to appoint referees, assistant referees and referee observers for UEFA competitions, to set guidelines for appointments and assessments, and to monitor performance;
  - c) to rank international referees in the existing UEFA categories, with updates at least once a year;
  - d) to set development topics and conduct education programmes to instruct and educate referees, assistant referees, futsal referees, referee instructors and

referee observers, in order to ensure the correct, uniform and consistent application of the Laws of the Game;

- e) to develop refereeing in the UEFA member associations through the implementation of the *UEFA Convention on Referee Education and Organisation* (hereinafter UEFA Referee Convention).

3 The Referees Committee:

- a) assists the Refereeing Officers in the appointment of referees for UEFA competitions and the evaluation and ranking of referees and referee observers;
- b) participates in development programmes to instruct and educate referees, assistant referees, futsal referees, referee instructors and referee observers, in order to ensure the correct, uniform and consistent application of the *Laws of the Game*;
- c) identifies and supports promising international referees;
- d) assists the Refereeing Officers in the development of refereeing in the UEFA member associations through the implementation of the UEFA Referee Convention;
- e) studies proposals from the Referee Convention Panel;
- f) studies proposed amendments to the *Laws of the Game*;
- g) proposes members for the list of referee instructors, the list of referee observers and the Referee Convention Panel.

4 The Referees Committee is supported in its work by the referee instructors, the referee observers and the Referee Convention Panel.

**Article 21 - National Team Competitions Committee**

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1 The National Team Competitions Committee:

- a) exchanges views on the current UEFA national team competitions for A and Under-21-teams, including coordination with FIFA competitions;
- b) draws up recommendations regarding possible modifications to the existing A and Under-21 national team competitions and to the regulations governing these competitions;
- c) assists in the process of selecting the host association(s) of the UEFA European Football Championship and the UEFA European Under-21 Championship;
- d) monitors the qualifying and final rounds of the UEFA European Football Championship and UEFA European Under-21 Championship;
- e) assists in defining the draw principles and monitors the preparation and conducting of draws;



- f) advises on the format for World Cup qualifiers;
  - g) exchanges views and draws up recommendations on the international match calendar.
- 2 The Executive Committee co-opts additional members of the National Team Competitions Committee from among the host association(s) staging the final round of the UEFA European Football Championship and/or the UEFA European Under-21 Championship.

## **Article 22 - Club Competitions Committee**

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- 1 The Club Competitions Committee is composed of a chairman and the number of deputy chairmen (all of them being members of the Executive Committee), vice-chairmen and ordinary members (including the ECA representatives on the Board of Administration of the company "UEFA Club Competitions SA") deemed necessary for the committee to function properly and in accordance with the procedure agreed with the ECA.
- 2 The Club Competitions Committee:
- a) exchanges views on the current UEFA club competitions and discusses any matters related thereto, including financial, marketing and disciplinary matters;
  - b) draws up recommendations regarding possible modifications to the existing UEFA club competitions and to the regulations governing these competitions; if the Executive Committee disagrees with such recommendations, it will refer the matter back to the Club Competitions Committee for further consideration with the request to make a new proposal. In case of a "dead-lock situation", the UEFA President and the ECA Chairman shall discuss a solution in good faith and, if they cannot reach any agreement, the status quo shall continue to apply, unless because of imperative reasons an amendment cannot be delayed any further (whereas in such urgent cases, only preliminary decisions can be taken);
  - c) considers reports made by UEFA Club Competitions SA in UEFA club competitions matters and, as appropriate, makes recommendations on such matters to the Executive Committee;
  - d) assists in the process of selecting the venues for the UEFA club competitions finals;
  - e) sets scheduling principles in case of clashes of stadiums and/or cities;
  - f) proposes models for the distribution of club competition revenues;
  - g) monitors the preparation and completion of the various phases of the competitions;
  - h) assists in defining the draw principles and monitors the preparation and conducting of draws.

### **Article 23 - Youth and Amateur Football Committee**

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The Youth and Amateur Football Committee:

- a) exchanges views on current youth (boys) and amateur football topics (UEFA under-17 and under-19 competitions and UEFA Regions' Cup);
- b) draws up proposals regarding possible modifications to the aforementioned competitions and to the regulations governing these competitions;
- c) assists in the process of selecting host associations for the final rounds of these competitions;
- d) assists with the programme content for youth and amateur conferences and courses;
- e) monitors the qualifying and final rounds of the aforementioned competitions;
- f) assists in defining the draw principles and monitors the preparation and conducting of draws;
- g) assists in the implementation of development programmes for youth and amateur football.

### **Article 24 - Women's Football Committee**

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The Women's Football Committee:

- a) exchanges views on current women's football topics, in particular, the UEFA women's competitions;
- b) draws up recommendations regarding possible modifications to the existing competitions and to the regulations governing these competitions;
- c) assists in the process of selecting the host association(s) for the final rounds of the UEFA European Women's Championship, the UEFA European Women's Under-19 Championship and the UEFA European Women's Under-17 Championship;
- d) assists with the programme content for women's football conferences and courses;
- e) monitors the UEFA European Women's Championship, the UEFA Women's Champions League, the UEFA European Women's Under-19 Championship, the UEFA European Women's Under-17 Championship and the European Qualifying Competition for the FIFA Women's World Cup;
- f) assists in defining the draw principles and monitors the preparation and conducting of draws;
- g) makes recommendations on the international calendar, including proposals for the coordination of UEFA and FIFA national teams competitions;
- h) assists in drawing up and implementing girls' and women's football development strategies and programmes.

## **Article 25 - Futsal and Beach Soccer Committee**

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The Futsal and Beach Soccer Committee:

- a) exchanges views on current futsal and beach soccer topics, in particular the UEFA futsal competitions and beach soccer competitions as a whole;
- b) draws up recommendations regarding possible modifications to the existing competitions and the regulations governing these competitions;
- c) assists in the process of selecting the host association(s)/club(s) for the final rounds of the UEFA European Futsal Championship, the UEFA Futsal Cup and the UEFA European Under-21 Futsal Tournament, the latter as established;
- d) assists with the programme content for futsal conferences and courses;
- e) monitors the UEFA European Futsal Championship, the UEFA Futsal Cup, the UEFA European Qualifying Competition for the FIFA Futsal World Cup and the evolution of beach soccer;
- f) assists in defining the draw principles and monitors the preparation and conducting of draws;
- g) draws up recommendations on the European futsal calendar, including coordination with FIFA competitions;
- h) assists in drawing up and implementing futsal development strategies and programmes.

## **Article 26 - HatTrick Committee**

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- 1 The HatTrick Committee:
  - a) proposes the principles of UEFA's HatTrick programme, which shall include in particular the development of infrastructure projects within the UEFA member associations and education programmes for football administrators;
  - b) monitors the proper implementation of UEFA's HatTrick programme in line with the *UEFA HatTrick Regulations* in order to develop and improve football infrastructure in general;
  - c) carries out inspection and verification visits, participates in education courses and measures the impact of these courses in terms of the long-term development of a given UEFA member association;
  - d) monitors the proper implementation of UEFA's confederation support programme as defined by the UEFA Executive Committee.
- 2 The HatTrick Committee is supported in its work by the Administrative Experts Panel.

## **Article 27 - Development and Technical Assistance Committee**

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- 1 The Development and Technical Assistance Committee:
  - a) supervises UEFA's technical and football assistance/exchange programmes within its member associations;
  - b) assists the flow of information regarding training, education and technical reports;
  - c) supports UEFA's technical advisers and consultants;
  - d) monitors the development and implementation of the *UEFA Coaching Convention*;
  - e) oversees grassroots and player development, especially *the Grassroots Charter*;
  - f) cooperates with the Alliance of European Football Coaches' Associations.
- 2 The Development and Technical Assistance Committee is supported in its work by the Jira Panel, the Grassroots Football Panel and the UEFA technical instructors.

## **Article 28 - Club Licensing Committee**

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The Club Licensing Committee:

- a) monitors the implementation and achievement of the objectives of the UEFA club licensing system;
- b) draws up recommendations regarding possible amendments to the *UEFA Club Licensing and Financial Fair Play Regulations*, including the review of current criteria and the creation of new criteria for clubs;
- c) monitors the development of the different licensor-related processes (assessment process, decision-making process);
- d) monitors the quality management system for licensors assessed by an external UEFA partner;
- e) advises on club licensing and club monitoring matters.

## **Article 29 - Stadium and Security Committee**

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- 1 The Stadium and Security Committee:
  - a) advises on the development and implementation of up-to-the-minute stadium and security policies and standards;
  - b) assists the UEFA administration in setting up and carrying out stadium inspection visits, including of venues for finals and final rounds;

- c) draws up recommendations regarding possible amendments to the *UEFA Stadium Infrastructure Regulations* and *UEFA Safety and Security Regulations*;
  - d) monitors relevant developments in the field of stadiums and security.
- 2 The Stadium and Security Committee is supported in its work by the Stadium Construction and Management Panel.

### **Article 30 - Medical Committee**

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- 1 The Medical Committee:
- a) exchanges views on current medical topics related to football;
  - b) draws up proposals regarding the treatment of injuries and football-specific medical conditions;
  - c) develops medical education programmes for football;
  - d) initiates and monitors studies on football injuries and other related projects;
  - e) monitors the UEFA anti-doping programme;
  - f) provides material for the Medicine Matters publication;
  - g) organises a medical conference every four years.
- 2 The Medical Committee is supported by the Anti-Doping Panel in its work related to anti-doping matters.

### **Article 31 - Players' Status, Transfer and Agents and Match Agents Committee**

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The Players' Status, Transfer and Agents and Match Agents Committee:

- a) considers matters related to the status and transfer of players and advises FIFA accordingly;
- b) considers matters related to the activity of players' agents and advises FIFA accordingly;
- c) considers matters related to match agents and advises FIFA accordingly.

### **Article 32 - Legal Committee**

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The Legal Committee:

- a) analyses football-related legal issues and advises UEFA accordingly;
- b) provides legal advice on the *UEFA Statutes* and regulations, as well as on the statutes and regulations of UEFA's member associations;
- c) discusses and studies national laws affecting football;
- d) provides legal advice regarding disputes involving UEFA;
- e) monitors the development of European Union law in the field of sport in general and of football in particular.

### **Article 33 - Marketing Advisory Committee**

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The Marketing Advisory Committee:

- a) discusses the general marketing strategy for all UEFA competitions for the attention of the Executive Committee;
- b) advises on matters concerning the relationship between UEFA and its various marketing and media partners;
- c) fosters exchanges between national associations and/or clubs on marketing and media matters;
- d) monitors development and evolution of the industry;
- e) discusses topics dealt with by other committees that also concern UEFA's marketing and media activities.

### **Article 34 - Media Committee**

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The Media Committee:

- a) advises UEFA on determining the organisational requirements for media work at UEFA events, on collaborating with the media organisations covering UEFA events and on public relations work;
- b) elaborates proposals for UEFA publications and, if necessary, assists in devising and preparing them;
- c) monitors the methods of preparing and issuing accreditation to media representatives at UEFA events;
- d) nurtures collaboration with international organisations in the media sector;
- e) observes developments in the media sector and makes proposals for tackling new challenges;
- f) deals with all media issues concerning UEFA and football.

### **Article 35 - Fair Play and Social Responsibility Committee**

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<sup>1</sup> The Fair Play and Social Responsibility Committee:

- a) proposes UEFA's football-related social responsibility policy and activities for the following target groups: UEFA member associations, leagues, clubs, club officials, players, referees, supporters, non-governmental organisations and media;
- b) proposes public relations campaigns to promote the notion of respect in European football;
- c) proposes amendments to the rules governing the respect fair play assessment;
- d) proposes, on UEFA's behalf, nominees for the annual FIFA fair play award;

- e) deals with all matters of ethics, fair play and social responsibility relating to UEFA and football in Europe.
- 2 The Fair Play and Social Responsibility Committee adopts specific guidelines governing the allocation of funds to UEFA's member associations and other organisations in the context of football-related social responsibility on the basis of the following principles:
- a) it allocates the social responsibility budget, as fixed annually by the UEFA Executive Committee, in the following three categories:
    - i) Monaco charity award,
    - ii) core and ad hoc social responsibility partnerships,
    - iii) UEFA's member associations struck by natural disasters;
  - b) it has full discretion to allocate amounts to each of these three categories and shift allocations between categories during the financial year, within the given budget;
  - c) it ensures, through close collaboration with the UEFA HatTrick Committee and the UEFA administration, that there is no overlap or competition with projects falling under the UEFA HatTrick programme;
  - d) it has the autonomy to decide on a case by case basis on the allocation of available funds to UEFA member associations struck by natural disasters;
  - e) it may, in exceptional circumstances or due to a high frequency of natural disasters within the same year, submit a well-founded additional budget request through the UEFA Finance Committee to the UEFA Executive Committee for approval.

### **Article 36 - Football Committee**

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The Football Committee:

- a) exchanges views on the protection and further development of the game;
- b) draws up recommendations on national team and club issues, the *Laws of the Game*, player protection and image, and other football-related matters, which have an impact on the game;
- c) acts as ambassadors/representatives of UEFA at professional, youth and grassroots activities, courses and conferences;
- d) offers help regarding the production of different technical reports, when appropriate.

## ***B. UEFA Expert Panels***

### ***Article 37 - Composition and requirements***

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- 1 The expert panels are composed of a chairman, vice-chairman and the number of ordinary members deemed necessary for the panels to function properly.
- 2 To be eligible for (re-)appointment to an expert panel, candidates must meet the following criteria:
  - a) be under 70 years of age;
  - b) have specific expertise and know-how in the corresponding field;
  - c) have good knowledge of one of UEFA's official languages (oral and written skills).

### ***Article 38 - Chairman and reporting***

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- 1 The chairman and vice-chairman of each expert panel are appointed by the Executive Committee.
- 2 In the absence of the chairman or in the event that he is not entitled to participate in a meeting or part of a meeting due to a conflict of interest, the vice-chairman replaces him. If, for any of the same reasons, the vice-chairman cannot replace the chairman, the members present appoint an ad hoc chairman at the beginning of the meeting.
- 3 The chairman reports regularly on the work of his panel to the chairman of the committee(s) that the panel is supporting.

### ***Article 39 - Administrative Experts Panel***

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- 1 The Administrative Experts Panel is composed of experts in the field of administrative matters.
- 2 The Administrative Experts Panel supports the HatTrick Committee in its work.

### ***Article 40 - Stadium Construction and Management Panel***

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- 1 The Stadium Construction and Management Panel is composed of experts in the field of construction and management of stadiums.
- 2 The Stadium Construction and Management Panel supports the Stadium and Security Committee in its work and, more specifically:
  - a) proposes criteria for stadium construction and renovation;
  - b) advises UEFA member associations, clubs or city authorities on the construction and renovation of stadiums;



- c) conducts and/or attends courses or seminars organised by UEFA;
- d) proposes amendments to the *UEFA Stadium Infrastructure Regulations*;
- e) delegates members for specific tasks or visits.

#### **Article 41 - Grassroots Football Panel**

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- 1 The Grassroots Football Panel is composed of experts in the field of grassroots football.
- 2 The Grassroots Football Panel supports the Development and Technical Assistance Committee in its work and, more specifically:
  - a) advises UEFA, UEFA member associations, clubs or third parties on grassroots matters;
  - b) monitors, assesses, supports and designs all aspects of the *UEFA Grassroots Charter*.

#### **Article 42 - Jira Panel**

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- 1 The Jira Panel is composed of coach education experts.
- 2 The Jira Panel supports the Development and Technical Assistance Committee in its work and, more specifically:
  - a) advises UEFA, UEFA member associations, clubs or third parties on coach education matters;
  - b) contributes to the application and implementation of the *UEFA Coaching Convention*.

#### **Article 43 - Referee Convention Panel**

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- 1 The Referee Convention Panel is composed of specialists in refereeing or in referee education and organisation.
- 2 The Referee Convention Panel supports the Referees Committee in its work and, more specifically:
  - a) advises UEFA and UEFA member associations on referee education and organisation;
  - b) contributes to the implementation of the Referee Convention;
  - c) examines applications from UEFA member associations to join the Referee Convention;
  - d) assists UEFA member associations in refereeing matters with the aim to have them meet the requirements for joining the Referee Convention;

- e) makes recommendations for membership of the Referee Convention to the Referees Committee, based on the assessment of the UEFA member associations;
- f) monitors that the Referee Convention members fulfil the membership requirements throughout the full length of their membership.

#### **Article 44 - Anti-Doping Panel**

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- 1 The Anti-Doping Panel is composed of two members of the Medical Committee, seven external experts and two observers (one appointed by the EPFL and the other by FIFPro Division Europe).
- 2 The Anti-Doping Panel supports the Medical Committee in its work and, more specifically, proposes UEFA's anti-doping programme and policy to the Medical Committee.

### **C. Common provisions**

#### **Article 45 - Appointment, removal from office and replacement**

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- 1 The members of UEFA committees and expert panels are appointed by the Executive Committee on the proposal of the UEFA President. The UEFA member associations may propose candidates for the committees and expert panels to the UEFA President in writing. The UEFA Administration sets an appropriate deadline for the submission of proposals.
- 2 If a seat on a UEFA committee or expert panel becomes vacant following the resignation or death of a member, the Executive Committee may appoint a replacement for the remaining period of the term of office.
- 3 A member of a UEFA committee or expert panel may also be removed from office and, if need be, replaced for the remaining period of the term of office by the Executive Committee, for instance in the following cases:
  - a) on a well-founded request from the UEFA member association concerned (e.g. when the member in question can no longer be considered as a representative of his association because he no longer holds an active office within the association or has left it), or
  - b) where the member in question is deemed by the Executive Committee to have committed a gross dereliction of duty or an act of improper conduct, or
  - c) when he fails to attend two meetings in a row without justifiable reason.
- 4 As a general rule, a replacement is only appointed if the member concerned was appointed as a vice-chairman of the committee or as the chairman or vice-chairman of the expert panel in question. Moreover, a replacement may only be

appointed following a proposal of the UEFA President and provided that the UEFA member association concerned has proposed a replacement to the UEFA President in writing beforehand.

#### **Article 46 - Cooperation, support and working groups**

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- 1 Each UEFA committee and expert panel cooperates, if necessary, with the other UEFA committees and expert panels, as well as with the corresponding FIFA committee.
- 2 Each UEFA committee and expert panel may be supported in its work by external experts.
- 3 Each UEFA committee and expert panel may set up ad hoc working groups to deal with specific topics. Working groups are composed of a limited number of members of the relevant committee/expert panel. External experts may be invited to take part in a working group. Working groups report to the relevant committee/expert panel.

#### **Article 47 - Tasks of the chairman**

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- 1 The chairman of a UEFA committee or expert panel:
  - a) prepares meetings of the committee or expert panel with the administrator (agenda, invitation, etc.);
  - b) chairs the meetings of the committee or expert panel;
  - c) leads the discussions and ensures the smooth running of the meeting;
  - d) exercises the casting vote in the event of a tie;
  - e) approves the action list;
  - f) leads media conferences;
  - g) informs the members of the committee or expert panel immediately about any special matters.
- 2 The chairman coordinates requests to take the floor. He can limit the amount of time given to speakers or take other measures to ensure the smooth running of the meeting.
- 3 If the chairman of a UEFA committee cannot assume his tasks, he is replaced by the deputy chairman or, if necessary, by the highest-ranked available vice-chairman. If the chairman of a UEFA expert panel cannot assume his tasks, he is replaced by the vice-chairman.

## **Article 48 - Administrator**

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- 1 For each UEFA committee and expert panel, the General Secretary appoints an administrator from the UEFA administration. He may also appoint a deputy administrator to replace the administrator in case of absence.
- 2 The administrator:
  - a) prepares and organises meetings of the committee or expert panel with the chairman;
  - b) issues invitations to attend meetings on behalf of the chairman;
  - c) prepares and dispatches meeting documents (including the final agenda), which, as a rule, have to be sent to the participants seven days before the meeting;
  - d) drafts the action list and dispatches it to the participants, as a rule, within seven working days of the meeting;
  - e) keeps the members' records up to date;
  - f) acts as contact person for the members;
  - g) ensures payment of refunds to members by the UEFA administration.

## **Article 49 - Attendance and frequency of meetings**

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- 1 Members of a UEFA committee or expert panel must attend meetings in person. Deputies and/or accompanying persons are not admitted to meetings with the exception of personal interpreters who may attend in the translation booth.
- 2 The UEFA President may attend meetings of the UEFA committees and expert panels. The General Secretary or his deputy shall attend meetings of the UEFA committees and may attend those of the UEFA expert panels. Meetings of the UEFA committees and expert panels are always attended by the administrator and other members of the UEFA administration depending on the needs.
- 3 Meetings of UEFA committees and expert panels are not open to the public. The chairman may, however, invite third parties to attend meetings if he deems it necessary on account of the agenda.
- 4 The frequency of UEFA committees' and expert panels' meetings is determined by the chairman according to the needs and the urgency of matters to be dealt with. Each committee holds at least one plenary meeting a year.

## **Article 50 - Agenda**

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- 1 The chairman, in collaboration with the administrator, prepares the draft agenda for meetings of the corresponding UEFA committee or expert panel.

- 2 The following items must be included on the agenda for a meeting:
  - a) welcome by the chairman;
  - b) roll call;
  - c) report on the follow-up to the action list from the last meeting;
  - d) meeting topics;
  - e) any other business;
  - f) next meeting (the date, venue and time of the next meeting should be fixed or confirmed whenever possible).
- 3 As a rule, the draft agenda must be sent to the members of the corresponding UEFA committee or expert panel with the invitation 14 days before the meeting.
- 4 Members may propose agenda items to the administrator. As a rule, such proposals must reach the administrator ten days before the meeting. They must be submitted in writing in one of UEFA's official languages, state the reasons and, if available, include supporting documents.
- 5 As a rule, the administrator must send the final agenda agreed by the chairman along with any supporting documents to the members and any invited third parties seven days before the meeting.
- 6 Amendments can generally not be made to the agenda during the meeting. However, the chairman may adapt the agenda if the matter in question is deemed urgent.

#### **Article 51 - Decision-making authority**

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- 1 UEFA committees and expert panels have an advisory function, unless these or any other regulations adopted by the Executive Committee grant them decision-making powers.
- 2 Decisions taken by a UEFA committee or expert panel are only valid if more than half of all the voting members of the committee or expert panel are present.
- 3 Decisions require a simple majority of the voting members present. In the event of a tie, the chairman has the casting vote.
- 4 Voting is by a show of hands, unless the UEFA committee or expert panel decides to proceed otherwise.

#### **Article 52 - Bureau**

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- 1 The chairman of each UEFA committee and expert panel may set up a bureau to deal with urgent matters between its meetings.

- 2 A bureau is composed of three members, namely the chairman or the deputy chairman, a vice-chairman and one ordinary member appointed on a case by case basis by the chairman according to availability.
- 3 A bureau may take decisions in meetings, by conference call or by correspondence.
- 4 A bureau decides by a simple majority of all its members. In the event of a tie, the chair has the casting vote.
- 5 Decisions are communicated as soon as possible to all members of the committee or expert panel in writing.

#### **Article 53 - Work programme**

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- 1 The chairman sets the priorities for the work programme of the UEFA committees and expert panels after consultation with the members and the administrator.
- 2 The priorities are set for each term in accordance with the urgency and importance of the topics to be dealt with.

#### **Article 54 - Confidentiality**

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- 1 Members of UEFA committees and expert panels must not disclose (except to UEFA) and are bound to treat any information received in the course of their UEFA activities as strictly confidential before, during and after their appointment.
- 2 Documents classified as confidential must be kept carefully and, if requested by the administrator, returned to UEFA by the member on completion of his term of office.

#### **Article 55 - Independence and loyalty**

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- 1 Members of UEFA committees and expert panels undertake to refrain from any action whatsoever which could be of an unsporting nature and/or contrary to UEFA's interests.
- 2 Members of UEFA committees and expert panels abstain from taking part in deliberations and/or decisions on any matter involving the UEFA member association and/or a club affiliated to the UEFA member association with which he is associated or in any matter involving a conflict of interest, whether with the member's own interest or that of his family, relatives, friends or acquaintances.
- 3 Members of UEFA committees and expert panels must inform the chairman immediately of any such conflict of interest. In case of doubt or dispute on the independence of a member, the General Secretary decides.

### **Article 56 - Documents and meeting language**

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- 1 The administrator sends documents to members in one of UEFA's official languages according to each member's preference.
- 2 All documents are for internal use if not marked as confidential. Internal use means that the documents may be forwarded to the UEFA member association, league, club or other organisation the member represents for feedback and may only be forwarded to third parties with the prior approval of the administrator. Confidential is for personal use only and may on no account be forwarded to anyone else.
- 3 For meetings, simultaneous interpretation is provided in English, French and German as a rule. Upon request, a simultaneous interpretation in other languages may be organised by the administrator, as long as such a request is made in good time and the resultant costs assumed by the member and/or his association.

### **Article 57 - Media information**

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- 1 Meeting participants agree during the meeting whether a media release is needed and, if so, on its content. Other than through such media release, meeting participants undertake to make no comments to third parties (including the media).
- 2 The administrator draws up the media release, which is subject to the approval of the chairman.
- 3 The media release forms part of the subsequent action list, to which it is attached.
- 4 Media conferences are convened on important issues by the chairman after consultation with the General Secretary. The chairman and the General Secretary agree on the participants of such media conferences.

### **Article 58 - Action lists**

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- 1 After each meeting of a UEFA committee or expert panel, the administrator draws up an action list.
- 2 The action list must focus on actions to be taken and contain:
  - a) date, venue and time of the meeting;
  - b) participants and absentees;
  - c) final agenda;
  - d) comments by participants which are expressly intended for inclusion;
  - e) description of decisions taken or measures agreed upon;

- f) clear description of the actions/duties to be taken/fulfilled, designation of the person(s) responsible for implementing the actions/duties, and precise deadline for achieving the actions/duties;
  - g) date, venue and time of the next meeting;
  - h) date and place of the action list, indicating the name of the administrator.
- 3 The action list is approved by the chairman of the meeting before it is sent to the following recipients, as a rule, within seven working days of the meeting (normally by fax or email):
- a) members of the UEFA committee or expert panel (present and absent) in question,
  - b) General Secretary,
  - c) person(s) responsible for the implementation of action/duties,
  - d) other recipients designated by the chairman (e.g. members of the Executive Committee).

#### **Article 59 - Meeting location**

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- 1 As a rule, UEFA committees and expert panels meet at UEFA's headquarters in Nyon.
- 2 In certain circumstances, meetings may be held at venues linked to UEFA events.

#### **Article 60 - Ethical conduct, professional conduct and other duties**

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- 1 Before entering office, members of UEFA committees and expert panels are required to:
- a) inform the General Secretary in writing of any positions they have held or currently hold which could conflict with their UEFA activities, namely in football, any other professional activity, secondary occupations or business relations and/or connections with persons or companies;
  - b) undertake to immediately inform the General Secretary in writing of any change occurring in this respect during their term of office.
- 2 During their term of office, members of UEFA committees and expert panels are required:
- a) to observe the principles of loyalty, integrity and sportsmanship in accordance with the principles of fair play, which includes, in particular, the obligation to refrain from any activities that endanger the integrity of UEFA or its competitions, or bring the sport of football into disrepute;
  - b) to refrain from accepting or giving any gift of money and from accepting or giving any benefit in kind which might reasonably be considered as exceeding local cultural customs (this provision also applies to free invitations issued by



third parties that have a vested interest in future UEFA decisions or elections; if in doubt, members must consult the UEFA President or the General Secretary);

- c) not to accept bribes, which means that they must refuse any gifts or other advantages that are offered, promised or sent to them to incite breach of duty or dishonest conduct for the benefit of a third party;
  - d) not to bribe third parties and not to urge or incite others to do so in order to gain an advantage for themselves or third parties;
  - e) to notify UEFA immediately if they are targets of attempted bribery;
  - f) not to participate, directly or indirectly, in betting or similar activities relating to UEFA competition matches and not to have any direct or indirect financial interest in such activities;
  - g) not be accompanied to UEFA events by family members or associates at the expense of UEFA, unless expressly permitted to do so;
  - h) to remain politically neutral in dealings with government institutions, national and international organisations, associations and groupings;
  - i) not to offend the dignity of a person or group of persons through contemptuous, discriminatory or denigratory words or actions concerning ethnicity, race, colour, culture, language, religion, politics, gender or any other reason.
- 3 Members of UEFA committees and expert panels are required to:
- a) perform all tasks with the highest professional skill and care, in accordance with the *UEFA Statutes*, regulations, directives and decisions;
  - b) undertake reasonable steps to acquire and maintain all the skills needed to perform any UEFA appointment, including knowledge of the relevant regulations, directives, instructions and manuals issued by UEFA from time to time.
- 4 Moreover, members of UEFA committees and expert panels are required to:
- a) confirm in writing at the beginning of their term of office that they undertake to respect the *UEFA Statutes*, regulations, directives and decisions, and to recognise the jurisdiction of the Court of Arbitration for Sport (CAS) in Lausanne, as laid down in the *UEFA Statutes*;
  - b) submit their personal details to the administrator and notify him of any changes by phone, email, fax or letter;
  - c) inform the administrator of any connection with a UEFA member association, league or club taking part in UEFA competitions and to notify him of any changes without delay;
  - d) prepare for meetings;
  - e) participate actively in discussions;

- f) carry out assigned tasks within the set deadlines;
- g) contribute to the achievement of the set objectives.

**Article 61 - Allowances, expenses and other entitlements**

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Members of UEFA committees and expert panels are entitled to daily allowances as fixed by the Executive Committee as well as reimbursement of expenses (travel, hotel accommodation, etc.) and other entitlements as specified in the directives issued by the General Secretary.

## **V. UEFA Match Officers and Instructors**

*(Based on Article 24(1b) of the UEFA Statutes)*

### **A. UEFA Match Officers**

#### **Article 62 - Appointment and cooperation**

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- 1 For each UEFA match, the UEFA administration appoints a match delegate and, if necessary:
  - a) a referee observer,
  - b) a stadium and security officer,
  - c) a doping control officer,
  - d) a venue director,
  - e) a media officer.
- 2 The role of the match delegate, referee observer and/or stadium and security officer may be combined.
- 3 The match delegate is senior to any other UEFA match officers appointed for the match.
- 4 All UEFA match officers are expected to cooperate with each other.

#### **Article 63 - Match delegates**

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Match delegates:

- a) act as UEFA's official representative at a UEFA match;
- b) chair the organisational meeting prior to the match;
- c) are responsible for ensuring the orderly organisation of the match and that the competition regulations, and especially the rules for order and security inside and outside the stadium before, during and after the match, are observed;
- d) submit a match preparation report to the UEFA administration when requested to do so by the latter;
- e) submit detailed reports to the UEFA administration immediately after each match;
- f) if requested to do so by the UEFA administration, conduct a pre-tournament site visit to assess the facilities and level of organisation of the tournament in question;
- g) attend specific training seminars organised by the UEFA administration.

#### **Article 64 - Referee observers**

---

Referee observers:

- a) support the Referees Committee by evaluating referee performances at UEFA matches for which they are appointed;
- b) complete an evaluation report on the referees' strong points and points needing improvement;
- c) give the Referees Committee and the UEFA administration a concrete and precise idea of the performance of the referee team at the match observed;
- d) give an appropriate mark to the referee, the assistant referees and the fourth official;
- e) analyse the performance with the referee team after the match and give oral comments and advice;
- f) when appointed as a mentor for a fixed period with a specific referee talent, contact, support and advise the referee talent regularly and report to the Referees Committee;
- g) attend specific training seminars organised by the UEFA administration;
- h) support the UEFA match delegate in any of his tasks if necessary.

#### **Article 65 - Stadium and security officers**

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Stadium and security officers:

- a) monitor, assess and advise on safety and security matters for the match for which they are appointed;
- b) monitor, assess and advise UEFA on safety and security concepts for UEFA club competition finals and final rounds of national team competitions;
- c) monitor, assess and advise UEFA on safety and security concepts at the level of the UEFA member associations for domestic competitions, club competitions and national team competitions;
- d) conduct courses on behalf of UEFA;
- e) attend training seminars organised by the UEFA administration;
- f) support the UEFA match delegates in their tasks, where appropriate;
- g) report punctually to the UEFA administration on the implementation of safety and security and any relevant incidents at UEFA competitions.

#### **Article 66 - Doping control officers**

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Doping control officers:

- a) carry out doping controls at matches for which they are appointed;

- b) are responsible for the correct application and fulfilment of all procedures related to doping control described in the *UEFA Anti-Doping Regulations* and in the specific directives issued by the UEFA administration;
- c) submit detailed reports to the UEFA administration immediately after each match;
- d) share their experience with the Anti-Doping Panel and propose improvements or developments for the anti-doping programme;
- e) attend training courses organised by the UEFA administration.

#### **Article 67 - Venue directors**

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Venue directors:

- a) act as the UEFA official representatives responsible for match operations at the venue;
- b) are responsible for the correct application and fulfilment of all procedures related to the organisation of a UEFA match and of the duties described in the specific directives issued by the General Secretary for the corresponding UEFA matches;
- c) liaise by phone with the UEFA administration during the assignment period and submit a written report to the UEFA administration immediately after each match;
- d) attend the venue directors workshop organised by the UEFA administration.

#### **Article 68 - Media officers**

---

Media officers:

- a) act as UEFA's official media representatives at matches for which they are appointed;
- b) are responsible for supervising and arranging all the necessary media activities before, during and after a match in accordance with the competition regulations and the specific directives issued by the General Secretary for the corresponding UEFA matches;
- c) submit a match report to the UEFA administration for each match for which they are appointed;
- d) attend the media officers workshop organised by the UEFA administration.

## **B. UEFA Instructors**

### **Article 69 - Appointment**

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For specific training events, the UEFA administration appoints a referee and/or technical instructor.

### **Article 70 - Referee instructors**

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Referee instructors:

- a) train and instruct referees in national courses, in accordance with the *Laws of the Game* and the guidelines issued by the Referees Committee, using specific FIFA and UEFA teaching material;
- b) instruct national instructors on the current FIFA and UEFA interpretation of the *Laws of the Game* and on their teaching methods;
- c) support the Referees Committee by running sessions or leading discussion groups during UEFA referee seminars.

### **Article 71 - Technical instructors**

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Technical instructors:

- a) advise UEFA, UEFA member associations, clubs or other agencies on technical issues;
- b) assist at workshops and matches;
- c) support the Development and Technical Assistance Committee in its work.

## **C. Common Provisions**

### **Article 72 - List of match officers and instructors**

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- 1 The General Secretary compiles a list for each category of match officers and instructors.
- 2 To be eligible for such a list, match officers and instructors must be under 70 years of age, have specific expertise and know-how in their respective field, have strong command of spoken and written English and fulfil the other requirements defined by the General Secretary.
- 3 The UEFA administration invites the UEFA member associations to propose candidates who fulfil all the UEFA requirements for a given list.
- 4 Candidates who fulfil all the set requirements are not automatically entitled to be put on the corresponding list. The General Secretary has full discretionary powers in this respect.

- 5 Only match officers and instructors who have been put on a given list may be appointed for a specific match or event.

**Article 73 - Mandate contracts**

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- 1 Listed match officers or instructors conclude a two-year mandate contract with UEFA undertaking to:
- a) respect the *UEFA Statutes*, regulations, directives and decisions, and to recognise the jurisdiction of the Court of Arbitration for Sport (CAS) in Lausanne, as laid down in the *UEFA Statutes*;
  - b) notify UEFA immediately if they are targets of attempted bribery;
  - c) acknowledge and accept the obligations laid down in these regulations and in the directives issued by the General Secretary.
- 2 Match officers and instructors under such a contract are not automatically entitled to be appointed for matches or training events and are not guaranteed a certain number of appointments per year by UEFA. The UEFA administration has full discretionary powers in this respect.

**Article 74 - Other applicable provisions**

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In addition, the provisions of Articles 54, 55, 60 and 61 apply by analogy to UEFA match officers and instructors.

## **VI. UEFA Governance and Compliance Committee**

*(Based on Articles 24(1d) and 45(1) of the UEFA Statutes)*

### **Article 75 - Composition**

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- 1 The Governance and Compliance Committee shall consist of five members, appointed by the Executive Committee and presented to the Congress for ratification.
- 2 Three members are appointed from different UEFA member associations and two members must satisfy the independence criterion set out below.
- 3 The Chairman of the Governance and Compliance Committee shall be designated by the Executive Committee upon proposal of the President.
- 4 The independent members of the Governance and Compliance Committee shall have no relationships or circumstances which could affect their ability to discharge their functions effectively and impartially. In particular, they must not at any time in the four years prior to their appointment or during their term of office, have been:
  - a) a member of the UEFA Executive Committee or any other UEFA body; or
  - b) a member of the executive or supervisory board of any UEFA member association; or
  - c) a paid official or employee of UEFA or any UEFA member association.

### **Article 76 - Duties**

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- 1 The Governance and Compliance Committee shall periodically examine UEFA's activities in terms of good governance, compliance and risk management.
- 2 The Governance and Compliance Committee shall, in particular:
  - a) provide advice and make recommendations to the Executive Committee on the most appropriate corporate governance policies for UEFA;
  - b) review developments in corporate governance generally, in particular with regard to policies adopted or implemented by sports governing bodies, and may recommend standards which it considers appropriate and in the best interests of UEFA, reflecting generally accepted principles of good corporate governance, while encouraging dynamic and flexible management without undue administrative burdens;
  - c) oversee the compliance efforts of UEFA with regard to all relevant laws and regulations and monitor compliance programmes, policies and procedures required to respond to the various compliance and regulatory risks facing



UEFA and which are designed to support lawful and ethical business conduct by all UEFA staff and officials;

- d) examine the processes pursuant to which funds are generated by UEFA, including the relationship with agencies, the award of commercial contracts and the selection of commercial partners, as well as the selection of suppliers and service providers to UEFA, the distribution of funds to, and use of funds by, national associations, the structure and operation of related charitable bodies, such as the UEFA Foundation for Children, and any other financial assistance programmes, including but not limited to support to sister Confederations;
- e) provide input with regard to UEFA policies on social responsibility, human rights, gender equality and any other activities in the area of corporate responsibility which may impact on UEFA's business operations or public image, particularly in light of social or political trends and/or public policy issues;
- f) oversee UEFA policies on risk assessment and risk management by considering UEFA's major financial and reputational risk exposure including, in particular, any risk of fraud or other form of financial mismanagement as well as the steps taken to monitor and control such exposures;
- g) be responsible for the effective supervision of UEFA's internal control functions and the mapping of business processes;
- h) adopt such additional procedures and standards as it deems necessary from time to time in order to fulfil its responsibilities.

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**Article 77 - Cooperation with the UEFA administration and external advisers**

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- 1 The Governance and Compliance Committee may make use of the human and physical resources of the UEFA administration and may be provided with written reports and/or presentations by UEFA staff for the purposes of its work.
- 2 The General Secretary appoints a member of the UEFA administration to report to the Governance and Compliance Committee and to be responsible for the oversight and coordination of UEFA policies in the sphere of governance and compliance.
- 3 In the context of performing its duties as set out above, the Governance and Compliance Committee may also retain outside counsel, experts and other advisers as it considers appropriate and necessary.

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**Article 78 - Reporting**

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- 1 The Governance and Compliance Committee shall periodically report to the Executive Committee and shall communicate, orally and/or in writing, its main

findings and recommendations with regard to UEFA policies in the sphere of good governance, compliance and risk management.

- 2 The Governance and Compliance Committee shall, where appropriate and as it deems necessary, cooperate with the UEFA Finance Committee, with UEFA's external auditors, and with the UEFA Organs for the Administration of Justice in connection with the discharge of its tasks and responsibilities.

## **VII. UEFA Compensation Committee**

*(Based on the UEFA Executive Committee's decision of 9 July 2016)*

### **Article 79 - Composition**

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- 1 The Compensation Committee is composed of:
  - a) a member of the Finance Committee,
  - b) a member of the Governance and Compliance Committee, and
  - c) an independent member within the meaning of Article 75(4).
- 2 The members of the Compensation Committee are appointed by the Executive Committee for a period of four years.
- 3 The members of the Compensation Committee select a chairman from among themselves.

### **Article 80 - Duties**

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- 1 The Compensation Committee oversees all aspects of compensation for the senior management of UEFA.
- 2 The Compensation Committee defines the organisational rules by which it operates.

## **VIII. UEFA General Secretary and Administration**

*(Based on Articles 25 and 30(3) of the UEFA Statutes)*

### **Article 81 - Tasks**

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In addition to the tasks assigned by the *UEFA Statutes*, the General Secretary and UEFA administration fulfil the tasks specified in the different regulations adopted by the Executive Committee.

### **Article 82 - Reporting**

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The General Secretary reports directly and regularly to the Executive Committee and UEFA President.

### **Article 83 - Organisational structure of the UEFA administration**

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After consultation with the UEFA President, the General Secretary defines the organisational structure of the UEFA administration which is presented to the Executive Committee, as are any significant changes that are subsequently made to it.

## **IX. Final provisions**

### **Article 84 - Authoritative text**

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In the event of discrepancy in the interpretation of the English, French or German versions of these regulations, the English version prevails.

### **Article 85 - Annex**

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The annex to the present regulations forms an integral part thereof.

### **Article 86 - Unforeseen cases**

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The UEFA President decides on any cases not provided for in the present regulations.

### **Article 87 - Implementing provisions**

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The General Secretary adopts, in the form of directives, the detailed provisions necessary for implementing these regulations.

### **Article 88 - Disciplinary procedures**

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Any breach of these regulations may be penalised by UEFA in accordance with the *UEFA Disciplinary Regulations*.

### **Article 89 - Adoption, entry into force, abrogation and modification**

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- <sup>1</sup> These regulations were adopted by the Executive Committee at its meeting on 1 June 2017.
- <sup>2</sup> They come into force on 1 July 2017.
- <sup>3</sup> They replace the *UEFA Organisational Regulations (Edition 2016)*.

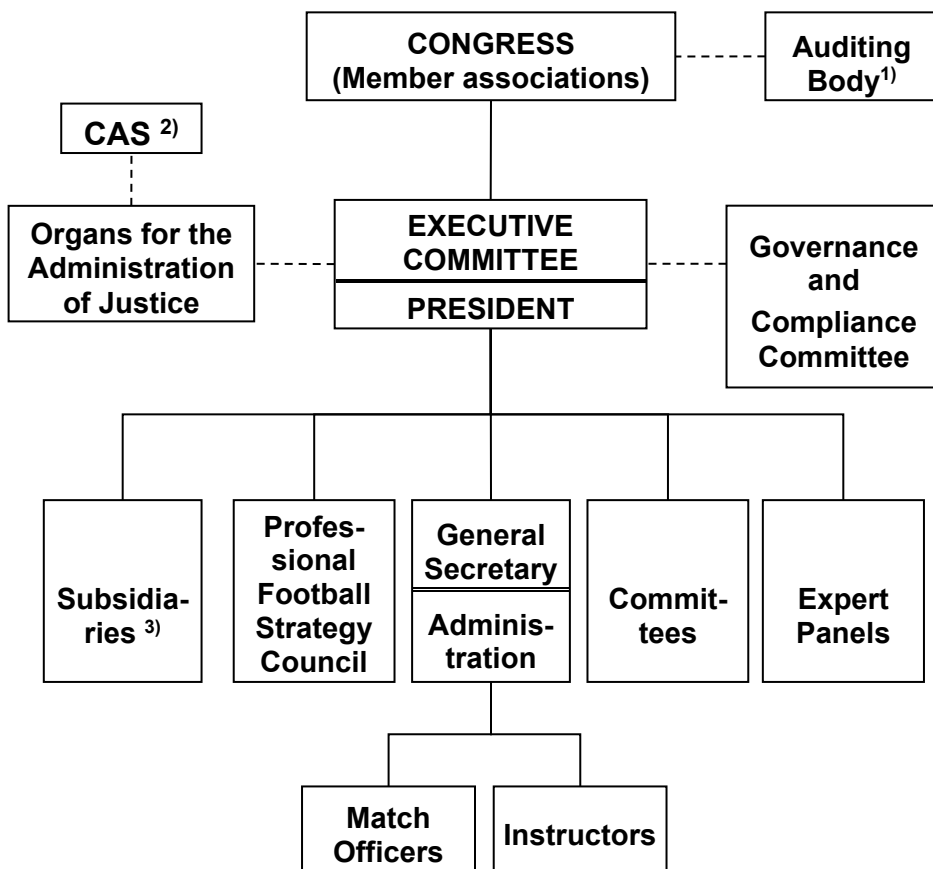
For the UEFA Executive Committee:

Aleksander Čeferin  
President

Theodore Theodoridis  
General Secretary

Nyon, 1 June 2017

**ANNEX: Organisation chart of UEFA (see Article 3)**



1) See Article 46 of the *UEFA Statutes*.

2) See Articles 61 to 63 of the *UEFA Statutes*.

3) As created by the Executive Committee in order to achieve the UEFA objectives defined in Article 2 of the *UEFA Statutes* (including UEFA Events SA and UEFA Club Competitions SA, the latter of which reports to the Club Competitions Committee).





UEFA  
ROUTE DE GENÈVE 46  
CH-1260 NYON 2  
SWITZERLAND  
TELEPHONE: +41 848 00 27 27  
TELEFAX: +41 848 01 27 27  
[UEFA.com](http://UEFA.com)

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