

Report of the President and Executive Committee
Report of the UEFA Administration

2011/12

XXXVII Ordinary UEFA Congress

London, 24 May 2013



XXXVI UEFA
Ordinary Congress
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WE CARE ABOUT FOOTBALL

I. Report of the President and Executive Committee

1 July 2011 – 30 June 2012

SUMMARY

Although, strictly speaking, the UEFA EURO 2012 final took place after the end of the year covered by this report, the 2011/12 season ended on a real high, basking in the resounding success of the tournament in Poland and Ukraine.

This happy conclusion marked the end of a long period of preparation characterised by hard work, occasional doubts and, especially, determination to meet the ambitious objective laid down by the Executive Committee in April 2007. Two years after the success of European national teams at the FIFA World Cup, UEFA EURO 2012 further boosted the position of national team football. UEFA's efforts to strengthen this aspect of the game will continue, particularly through the introduction of "weeks of football" for national teams – with matches from Thursday to Tuesday – and the centralised sale of media rights for European national team qualifying matches, starting with the UEFA EURO 2016 qualifiers.

The 2011/12 season also marked an important stage in the process of dialogue governing European football and relations between its constituent parts. The Ordinary Congress in Istanbul in March 2012, for example, demonstrated the unity of European football, with all its stakeholders signing memorandums of understanding. Dialogue was also the primary focus of relations with the national associations and, in this connection, the strategy meeting of presidents and general secretaries held in Cyprus in September 2011 had a major influence on subsequent decisions relating to UEFA competitions. In view of the success of this meeting, the Executive Committee decided that it should be held every two years from now on.

During this period, UEFA also continued its efforts to provide a healthy and solid base for European football: the introduction of the

financial fair play criteria for clubs wishing to participate in UEFA competitions, the fight against corruption and match-fixing, and the desire to eradicate racism and discrimination from stadiums remained at the heart of UEFA's concerns.

Since there had been no elections since the previous year, the Executive Committee was able to work in a spirit of continuity and unity, guided at all times by the 11 key values approved by the 2009 UEFA Congress in Copenhagen.

National team competitions

UEFA EURO 2012 on its own symbolises several of these values. It particularly reminded us that football is, first and foremost, a sport, and that its major tournaments are, above all, true celebrations. It also proved that, although supporters have different interests, they all share the same passion for the game and are able to respect each other. UEFA EURO 2012 also showcased players who, despite wanting to win, still adopted an exemplary attitude of fair play and attacking styles of play as encouraged by their coaches. Generally speaking, the tournament perfectly embodied the spirit of the Respect campaign launched by UEFA before UEFA EURO 2008.

The tournament in Poland and Ukraine also provided a clear indication of how our continent is evolving: new countries are now perfectly capable of organising large-scale events; stadiums are being built in every part of Europe,



while others are being renovated and now provide spectators with improved safety and comfort. The transformation of the UEFA Super Cup into an itinerant competition from 2013 will give other member associations the chance to stage major UEFA events, following in the footsteps of the Romanian Football Federation, which successfully organised the UEFA Europa League final in May 2012.

The standard of play is also very high and has improved in all the national associations, to the extent that there is no reason to fear a drop in quality when the EURO is expanded to 24 teams for the next final round in France in 2016. On the contrary, this expansion will help to spread the reputation of the flagship competition for European national teams even further. At the Executive Committee's meeting in Kyiv in June 2012, the UEFA President, Michel Platini, also launched an idea which

could give a new dimension to the 2020 final tournament: a "EURO for Europe" to be played in several major cities across the continent.

The future of the other UEFA national team competitions was discussed at the strategy meeting of presidents and general secretaries of the UEFA member associations which was held in Cyprus on 20 and 21 September 2011. The meeting gave the Executive Committee a chance to solicit the views of football leaders from all over Europe and to draw conclusions that formed the basis of a number of decisions. For example, since the current format has failed to deliver all the expected benefits, the European Under-21 Championship will revert to its previous format, based on the groups for the equivalent senior national team qualifying competition and with final rounds in even-numbered years, starting in 2016. In order to give more young players a chance to

experience a European final round, which is important to their development, the Executive Committee also increased the number of teams participating in the European Under-17 Championship final round from eight to 16, starting with the 2014/15 competition.

However, there will be no changes to the European Futsal Championship, the final round of which will continue to involve 12 participants. The 2012 tournament in Croatia was a great success in terms of spectator numbers, with 95,000 watching the tournament as a whole and a record 14,300 attending the semi-final between Croatia and Russia.

Women's football

The rapid rise in popularity of women's football, demonstrated by a record crowd of more than 50,000 spectators for the UEFA Women's Champions League final in Munich, has inevitably been reflected in the UEFA competitions. In December 2011, for example, the Executive Committee decided to increase the number of finalists in the European Women's Championship from 12 to 16 as from the Women's EURO 2017. Furthermore, from 2014, the European Women's Under-17 Championship final round, which has always been organised by the UEFA administration at the Colovray stadium in Nyon, Switzerland, will be hosted by a member association, and involve eight teams instead of four.



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In order to foster the growth of women's football in general, UEFA took additional measures to promote it, particularly by establishing in its statutes, at the Istanbul Congress, the requirement to appoint at least one female Executive Committee member, with the same rights and obligations as the other members. Moreover, former German international Steffi Jones was appointed ambassador for the UEFA women's football development programme, which will provide the national associations with around €21.2 million in HatTrick III funding between 2012 and 2016. The KISS knowledge-sharing programme also focused on the role of clubs in the development of women's football.

Club competitions

The club competitions were as successful as ever, with the UEFA Champions League final in Munich reaching an extraordinarily dramatic climax as Chelsea FC lifted the trophy for the first time after beating FC Bayern München on penalties.

The UEFA Europa League final was played in the same spirit of openness as had been demonstrated in the decision to award UEFA EURO 2012 to Poland and Ukraine, with Bucharest chosen to host the final, between two Spanish clubs, Club Atlético de Madrid (winners) and Athletic Club (runners-up).

In futsal, FC Barcelona proved themselves worthy of their 11-a-side counterparts by winning the European title at the end of a final tournament played near their home, in Lleira.

All the UEFA competitions, for both national teams and clubs, were closely supervised by the Executive Committee, which decided on their format, adopted their regulations, appointed their final round hosts and watched them unfold.

Meanwhile, the Executive Committee also gave the green light to a two-year trial for a club youth competition for Under-19 players. The experiment will be evaluated at the end of the two years to determine if it should be continued. The Executive Committee also set up a working group to discuss cross-border leagues and competitions. In this context, while reiterating that the principle of nationality must remain fundamental, it authorised a three-year pilot project for a women's BeNe League, involving teams from Belgium and the Netherlands.

Financial fair play

In a period of widespread economic turmoil, football continues to excite the crowds and attract investors. Unfortunately, however, this does not mean that its financial health is always guaranteed, particularly where the clubs are concerned. Although income has continued to rise, expenditure has increased even more, with salaries and transfers swallowing up most of the revenue and, in the worst cases, exceeding it.

In this context, the financial fair play rules that UEFA has adopted for clubs involved in its competitions play a crucial role. In March 2012, the financial fair play criteria drawn up by UEFA, which had already received the backing of all football stakeholders, were given the vital support of the European Commission. Dialogue with the EU authorities concerning financial fair play had begun more than a year earlier and, in December 2011, this had been strengthened further by a meeting in Brussels between the UEFA President, Viviane Reding, European Commission vice-president and commissioner responsible for justice, fundamental rights and citizenship, and Joaquín Almunia, European Commission vice-president and commissioner responsible for competition. These discussions, together with a formal exchange of letters at the highest level between Michel Platini and Joaquín Almunia, resulted in a joint EU/UEFA

declaration expressing strong support for the philosophy of financial fair play and the economic principles on which it is based. This declaration, confirming the validity of UEFA's financial fair play rules, ensures their conformity with EU policy and European law, as well as their long-term sustainability.

The European Parliament had already adopted a resolution on sport, with explicit backing for UEFA's concept of financial fair play, in Strasbourg on 2 February 2012.

Furthermore, in March, at the Council of Europe Conference of Ministers Responsible for Sport, the UEFA President described the main principles of financial fair play and urged the ministers to do everything possible to protect them.

The 2011/12 season marked the start of the application of the financial fair play criteria in the UEFA club licensing procedure. It also heralded the creation of the Club Financial Control Body, composed of high-ranking independent experts appointed by the Executive Committee. The Club Financial Control Body, comprises an investigatory chamber, headed by Jean-Luc Dehaene (former prime minister of Belgium), and an adjudicatory chamber, chaired by José Narciso da Cunha Rodrigues (former general prosecutor of Portugal).

Clubs' overdue payables have already been examined and initial disciplinary measures imposed by the Club Financial Control Body, which became a UEFA Organ for the Administration of Justice when the UEFA Statutes were amended at the 2012 UEFA Congress in Istanbul.

The financial fair play measures will be fully applied from the start of the 2014/15 season, and UEFA and its president have repeatedly expressed their firm intention to apply any disciplinary measures strictly and without exception, including those under which clubs may be excluded from the UEFA club competitions.

Match integrity

Corruption linked to match-fixing poses a real danger to football, but the game's governing bodies cannot eradicate this scourge without the help of the public authorities. The UEFA President made this clear at a meeting of Council of Europe ministers in Strasbourg in September 2011. The ministers had recently adopted a key recommendation on match-fixing. A month later, the UEFA President also called for the support of the European Union sports ministers, who were meeting in Krakow. The European Parliament, in turn, lent its support to UEFA's main objectives in the fight against match-fixing. At its plenary session in Strasbourg in November 2011, it approved a resolution on online betting that called for cross-border measures to be taken between sports organisations and the relevant public authorities. Then, in its February 2012 resolution on sport, the parliament called for match-fixing to be considered a criminal offence.

As far as practical measures are concerned, an inaugural workshop for member association integrity officers was held in Nyon in September 2011. The Executive Committee had decided, in Paris in 2011, to create a network of officers to liaise between the football authorities and the police and judicial organs of their respective countries. In November 2011, UEFA also held a keynote conference with the International Association of Prosecutors on the theme of "Kicking Fraud Out Of Sport".

The fight against violence also requires close collaboration with the public authorities. In this connection, a conference on security was organised jointly by UEFA and the European Union in Vienna in September 2011. Then, in January 2012, a seminar for stadium security experts was held in Nyon.



Legal security of sport

Efforts to integrate financial fair play into the UEFA competitions and to ensure that it is recognised by the European authorities have been accompanied by a plea for the legal security of sport and the need for sports arbitral bodies – and their decisions – to be acknowledged as the most appropriate means of settling sports-related disputes. This need became clearly apparent during the past season, when a Swiss club went to the civil courts to try to win a dispute over player eligibility, although the club's case was eventually thrown out.

UEFA's position in this area received a major boost in February 2012, when the European Parliament adopted a report on sport, recognising the legitimacy of sports tribunals for the resolution of sports-related disputes.

Football unity

In addition to the aforementioned strategy meeting in Cyprus, the UEFA President and Executive Committee members had numerous opportunities to strengthen links with the leaders of the 53 member associations and to hear their views. The most obvious such occasion was the 36th Ordinary UEFA Congress, which was hosted by the Turkish Football Federation on 22 March 2012. Although there were no elections on the agenda, a number of proposed amendments to the UEFA Statutes were unanimously adopted. These particularly concerned the possibility of convening two Ordinary UEFA Congresses in the same year, the guaranteed presence of a woman on the Executive Committee, recognition of the Club Financial Control Body as a UEFA Organ for the Administration of Justice and the extension of the term of office of committee members from two to four years.

The UEFA Congress in Istanbul was also an opportunity to demonstrate the unity of European football as it welcomed representatives of the European Club Association (ECA), the European Professional Football Leagues (EPFL) and the players' union, FIFPro Division Europe. As a sign of their desire to cooperate under the auspices of UEFA, each of these three associations signed a memorandum of understanding with UEFA.



As well as at the UEFA Congress and strategy meeting, links with the member associations were maintained through numerous visits by the UEFA President and Executive Committee members to the associations' own general meetings, inaugurations and other events. Member association delegations were also welcomed to UEFA's headquarters in Nyon on a regular basis. Each association is also represented in one or other of the 19 UEFA committees, giving it another platform on which to express its ideas and points of view, since the Executive Committee receives reports on all committee meetings.

Mention should also be made, in this regard, of the Top Executive Programme (TEP) meetings, in which senior national association officials share their experiences and opinions on a range of topical issues. This is another way of bringing about Executive Committee decisions, as was the case last year in relation to the centralised sale of media rights for European national team qualifying matches.

HatTrick

The third cycle of the HatTrick assistance programme for national associations will run from 2012 until 2016 and, in December 2011, the Executive Committee approved regulations that set out, among other things, the maximum payments available to the member associations. During this new cycle, each association will be entitled to €3 million for investment projects related to grassroots football or social activities. In addition, an annual contribution of up to €1,625,000 will be available to each association, paid in the form of a €600,000 solidarity payment to contribute to general running costs and a €1,025,000 incentive payment for participating in UEFA's youth, women's and futsal competitions, improving association governance, and applying and implementing the club licensing system and UEFA's charters and conventions on grassroots football, coach education and referee education and organisation.

On the technical side, the period was marked by the implementation of the plan approved by the Executive Committee to enable candidates for the highest coaching licence (UEFA Pro) to share their experiences with their counterparts from other associations, under the guidance of experienced technicians. The Executive Committee also ratified the admission of new members to the UEFA Coaching Convention and all the changes to the Grassroots Charter. UEFA Grassroots Day was held shortly before the UEFA Champions League final in Munich and awards were presented in three categories: projects, clubs and individual.

On the subject of awards, the Best Player in Europe Award was presented by UEFA for the first time, on the initiative of the UEFA President. This honour went to FC Barcelona's Lionel Messi, who received the award at the UEFA Champions League group stage draw in Monaco in August 2011. The Executive Committee also decided to present an award to



every player who achieves 100 international caps, a decision which was applied with retro-active effect.

In the field of refereeing, the Centre of Refereeing Excellence (CORE) continued its activities at the UEFA campus in Nyon. Meanwhile, the experiment with five referees, including two additional assistants behind the goals, proved successful at UEFA EURO 2012, prompting the International Football Association Board (IFAB) to authorise the system officially. Still on the subject of refereeing, the UEFA Convention on Referee Education and Organisation, which has been signed by 50 member associations, has proved so successful that the Executive Committee decided to extend the project for four additional seasons (from 2012/13 to 2015/16) and to increase the annual contribution to member associations by switching it from CHF 100,000 to €100,000.

Other relations

UEFA is represented on the FIFA Executive Committee by its president, six elected members and a vice-president representing the four British associations. It therefore plays a full part in the activities of the world governing body and unre-

servedly supports the efforts being made to improve its governance and transparency. There is also strong, healthy cooperation between the two organisations' respective administrations.

Relations with FIFA's other member confederations were also cordial, as demonstrated by the signature of a four-year memorandum of understanding with the South American confederation (CONMEBOL) in Munich in May 2012, cooperation with the Oceania Football Confederation (OFC) as part of the "Just Play" social development programme, and in a more specific field, the organisation of a course for elite youth coaches from the Chinese Football Association in Nyon in October 2011.

The quality of relations between all the stakeholders of the European football family was underlined by the memorandums of understanding signed at the 2012 UEFA Congress. An important step was taken in relation to social dialogue with the signature, by all the stakeholders, of the "Agreement regarding the minimum requirements for standard player contracts in the professional football sector in the European Union and in the rest of the UEFA territory". Approved by the Executive Committee and then by the UEFA Congress in Istanbul, this document was officially signed in Brussels in April.

The Professional Football Strategy Council continues to act as a link between UEFA, the national associations that it represents, leagues, clubs and professional players. It met three times during the past year, in Monaco, Nyon and Munich, with agendas mainly devoted to the international calendar, financial fair play, the fight against match-fixing, social dialogue and third-party ownership of players.

The desire for dialogue with supporters resulted in the inclusion in the club licensing and financial fair play regulations of the obligation for clubs to appoint a supporter liaison officer. These intermediaries attended an inaugural workshop in Berlin in October 2011.

Social role

Although the Executive Committee entrusts a considerable degree of autonomy to the Fair Play and Social Responsibility Committee, it nevertheless attaches great importance to social responsibility, and regularly discusses issues affecting the well-being of society in general, and the protection of health and the environment in particular. For example, it supported a smoke-free UEFA EURO 2012, allocated funds to the victims of natural disasters and constantly looked at ways of protecting players' health.

In Monaco in August 2011, UEFA also presented its traditional €1 million charity cheque to the streetfootballworld network, which represents more than 80 organisations in more

than 50 countries worldwide and concentrates its efforts on social problems such as crime, social integration, employment and public health. The UEFA cheque was used to implement the "Respect your Health – Euroschools 2012" project, linked to UEFA EURO 2012.

The Executive Committee is also monitoring the development of measures taken to improve learning through the Executive Master in European Sport Governance (MESGO) and the UEFA Certificate in Football Management (CFM), aimed at national association staff. In addition, the UEFA Research Grant Programme provides financial support to doctoral and post-doctoral researchers investigating matters of relevance to European football.



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Meetings

The UEFA Executive Committee met five times during the 2011/12 period, with the UEFA President in the chair, and addressed a vast array of topics and activities, from technical subjects to financial matters (which are reported on separately), and from legal issues to social responsibility, technical matters and refereeing. As committee chairmen, the Executive Committee members attend conferences, seminars and workshops in every field, giving the executive body an all-round perspective on all UEFA activities. To help it reach its decisions, the Executive Committee was also able to count on the preparatory work of the 19 standing committees. As necessary, expert panels also provided input, while the UEFA administration prepared the agenda items and managed their follow-up.

In order to ensure consistency at European and world level and to work in harmony with FIFA, the European members of the FIFA Executive Committee who are not also UEFA Executive Committee members were invited to attend all these meetings. Moreover, at those meetings held outside UEFA headquarters, the president and general secretary of the host association were also invited to attend, so that they could familiarise themselves with the activities of the Executive Committee and how it works.

The list below, without claiming to be exhaustive, outlines the main items dealt with by the Executive Committee at its five meetings, illustrating the diversity and scope of the different fields that required attention.

Meeting summaries

22 September 2011 in Limassol

- Review of the strategy meeting of member association presidents and general secretaries and decision to organise such meetings every two years
- Approval of the Finance Committee's proposal that strategic financial outlooks should only be presented to the UEFA Congress every two years in future
- Acknowledgement of the Court of Arbitration for Sport's decision concerning the Gibraltar Football Association's request for UEFA membership
- Admission of the associations of Azerbaijan, Bulgaria, Croatia and San Marino to the UEFA Convention on Referee Education and Organisation
- Extension of funding for the UEFA Convention on Referee Education and Organisation until 2016, with more than €21 million earmarked for that purpose
- Awarding of a third star to the Football Association of Slovenia under the UEFA Grassroots Charter
- Status report on preparations for UEFA EURO 2012
- Approval of the new UEFA logo
- Agreement to renew the memorandum of understanding with the European section of the players' union, FIFPro Division Europe.
- Receipt of a UEFA administration staff review
- Approval of a €500,000 donation to the Japanese Football Association as a gesture of solidarity following the natural disaster that hit the country in the spring
- Appointment of the members of the UEFA expert panels for the 2011–13 period
- Approval of the creation of a working group of the UEFA Club Competitions Committee to examine all aspects of the possible launch of a European club youth competition

8 December 2011 in Venice

- Increase in the number of teams participating in the European Women's Championship final round from 12 to 16 as of 2017
- Increase in the number of teams participating in the European Women's Under-17 Championship final round from four to eight as of 2014
- Appointment of the Royal Belgian Football Association as host of the European Futsal Championship final round in 2014
- Adoption of a provision concerning abandoned matches at UEFA EURO 2012
- Approval of the regulations of the HatTrick programme for the 2012–16 period
- Examination of the amendments to the UEFA Statutes to be submitted to the 2012 UEFA Congress
- Amendment to the UEFA EURO 2012 regulations to allow participating teams to play one friendly match against another participating team in the 30 days before the opening match, but only if they had not been drawn together in the same group
- Approval of an autonomous agreement on minimum requirements for professional players' contracts, to be submitted to the 2012 UEFA Congress
- Approval of the annual accounts for 2010/11, to be submitted to the 2012 UEFA Congress

24 January 2012 in Nyon

- Appointment of FC Barcelona to host the 2011/12 UEFA Futsal Cup finals
- Approval of the Regulations of the 2012/13 UEFA Regions' Cup
- Modification of the calendar of the European Under-21 Championship, the final round of which will be played in even years as of 2016, as was previously the case
- Increase in the number of teams participating in the European Under-17 Championship from eight to 16 as of 2015
- Recommendation to FIFA that it reject the request from the Kosovo Football Association to be allowed to play international friendly matches
- Approval of the UEFA budget for 2012/13
- Creation of a working group to discuss cross-border competitions
- Final approval of the 2012 Ordinary UEFA Congress programme

20/21 March 2012 in Istanbul

- Appointment of the Estádio da Luz in Lisbon as the venue for the 2014 UEFA Champions League final
- Appointment of the Juventus Stadium in Turin as the venue for the 2014 UEFA Europa League final
- Appointment of the Football Association of the Czech Republic as host of the European Under-21 Championship final round in 2015
- In the youth competitions, appointment of the Malta Football Association, Bulgarian Football Union and Association of Football Federations of Azerbaijan as hosts of the

- European Under-17 Championship final rounds in 2014, 2015 and 2016 respectively, and of the Hungarian Football Federation, Hellenic Football Federation and German Football Association as hosts of the European Under-19 Championship final rounds in 2014, 2015 and 2016 respectively
- In the women's youth competitions, appointment of The Football Association, Football Association of Iceland and Belarus Football Federation as hosts of the European Women's Under-17 Championship final rounds in 2014, 2015 and 2016 respectively, and of the Norwegian Football Association, Israel Football Association and Slovak Football Association as hosts of the European Women's Under-19 Championship final rounds in 2014, 2015 and 2016 respectively
 - Appointment of the Football Association of Serbia as host of the European Futsal Championship final round in 2016
 - Approval of the regulations of the UEFA Champions League, UEFA Europa League and UEFA Super Cup for the 2012–15 cycle
 - Approval of the 2012/13 UEFA Futsal Cup regulations
 - Approval of the regulations of the 2012/13 UEFA Women's Champions League
 - Amendment of the regulations for the UEFA Women's EURO 2013 and approval of the match schedule
 - Approval of a three-year pilot project to form a BeNe women's league for clubs from Belgium and the Netherlands
 - Adoption of commercial regulations for the European qualifying matches for UEFA EURO 2016 and the 2018 FIFA World Cup
 - Approval of the 2012 edition of the UEFA Anti-Doping Regulations
 - Admission of the national associations of Kazakhstan and Montenegro to the UEFA Convention on Referee Education and Organisation
 - Definition of the bid procedure for hosting UEFA EURO 2020

30 June 2012 in Kyiv

- Launch of the idea of a pan-European UEFA EURO 2020 ("EURO for Europe"), to be played in several cities all over Europe rather than one or two host countries
- Approval of the appointment of the members of the Club Financial Control Body
- Receipt of a general assessment of UEFA EURO 2012
- Appointment of Cardiff and Tbilisi as host cities for the UEFA Super Cup in 2014 and 2015 respectively
- Approval of a two-year trial of a new UEFA club competition for Under-19s
- Confirmation of Madrid as the host city for the UEFA Medical Symposium in mid-August 2014
- Approval of a new revenue distribution model for the 2012–15 UEFA club competition cycle
- Approval of the regulations of the men's and women's youth competitions (U17 and U19) for the 2012/13 season
- Approval of the regulations of the 2013/14 European Futsal Championship

Composition of the Executive Committee



Since there were no elections at the Ordinary UEFA Congress in Istanbul in March 2012, the Executive Committee remains unchanged until the elections at the 2013 UEFA Congress in London.

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

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

2nd Vice-President: Geoffrey Thompson (England), member of the Executive Committee since 2000

3rd Vice-President: Ángel María Villar Llona (Spain), member of the Executive Committee since 1992

4th Vice-President: Marios N. Lefkaritis (Cyprus), member of the Executive Committee since 1996

5th Vice-President: Giancarlo Abete (Italy), member of the Executive Committee since 2009

Members

Sergey Fursenko (Russia), elected in 2011

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

Mircea Sandu (Romania), elected in 2007

Grigoriy Surkis (Ukraine), elected in 2007

Michael van Praag (Netherlands), elected in 2009

Theo Zwanziger (Germany), elected in 2009

Karen Espelund (Norway), elected by the Executive Committee in 2011

European members of the FIFA Executive Committee

Vice-Presidents

Michel Platini (France)

Ángel María Villar Llona (Spain)

Jim Boyce (Northern Ireland)

Members

Michel D'Hooghe (Belgium)

Şenes Erzik (Turkey)

Marios N. Lefkaritis (Cyprus)

Vitaly Mutko (Russia)

Theo Zwanziger (Germany)



Committee Reports
2011/12

WE CARE ABOUT FOOTBALL



National Associations Committee

The main focus of the committee in the period under review was to follow up on the strategy meeting with the presidents and general secretaries of UEFA's 53 associations in Cyprus in September 2011, held within the framework of the Top Executive Programme. In particular, discussions centred on the progress of the European Qualifiers project, including the preparations to launch a global tender and the feedback discussions with the national associations.

Other follow-up work regarding the European Under-21 Championship and other age-limit national team competitions, women's competitions, futsal competitions and FIFA reforms, as well as relations with clubs, leagues and players, was also discussed. The aim of the extensive measures was to present clear results in line with the Cyprus discussions to the 2012 UEFA Congress in Istanbul (on 22 March), an aim that was clearly reached.

The committee also approved the revised version of the UEFA good governance "menu card" for 2012–16. In the last three seasons,

199 good governance projects were approved (at least one per national association), most of which were related to transparency, or effectiveness and efficiency.

In addition to the above-mentioned topics, the committee received updates on issues affecting various national associations, such as political interference, the revision of statutes, and changes to top management.

Plenary meeting: 2 November 2011

Composition of the committee for 2011/12:

Chairman:	Şenes Erzik (Turkey)
Deputy chairman:	Marios N. Lefkaritis (Cyprus)
First vice-chairman:	Gilberto Madail (Portugal)
Second vice-chairman:	Noël Le Graët (France)
Third vice-chairman:	Sándor Csányi (Hungary)
Members:	Oleksandr Bandurko (Ukraine) Sergio Di Cesare (Italy) Anders Eggen (Norway)* Virgar Hvidbro (Faroe Islands) Rotem Kamer (Israel) Adalbert Kassai (Romania) Sayan Khamitzhonov (Kazakhstan) Igor Klimper (FYR Macedonia) Kimmo Lipponen (Finland) Alex Miescher (Switzerland)
Co-opted member:	Lars-Åke Lagrell (Sweden)

* Anders Eggen replaced Paul Glomsaker (Norway) as of 22 September 2011

Finance Committee

The Finance Committee's duty is the constant one of advising and supporting the Executive Committee on all financial matters, for the benefit of European football.

Forecasting is considered a very important tool for anticipating the financial performance of UEFA, and a forecast review forms part of each meeting, this duty being even more essential in a year with a European Football Championship final round. The committee also decided on additional budget requests from other committees or the administration. The budget for 2012/13 was thoroughly reviewed and recommendations were submitted to the Executive Committee.

In relation to the 2010/11 financial statements, the external auditors performed their annual audit of UEFA and UEFA Events SA, and of UEFA's internal control system. Their findings and recommendations were extremely positive and were presented and discussed by the committee.

Regular updates were presented on UEFA's financial assets, as was an overview of its real estate portfolio. Because the markets remain volatile, the financial assets were constantly monitored with the help of a sophisticated bank scoring list. The euro weakened against the US dollar and the British pound, but remained stable against the Swiss franc thanks to the Swiss National Bank maintaining a 1.20 minimum exchange rate.

Plenary meetings: 22 September and 18 November 2011; 24 January, 20 March and 29 June 2012

Composition of the committee for 2011/12:

Chairman:	Marios N. Lefkaritis (Cyprus)
Members:	Geoffrey Thompson (England) Giancarlo Abete (Italy) Theo Zwanziger (Germany)



Referees Committee

The major achievement of the committee in the 2011/12 season was the successful completion of the additional assistant referees (AAR) experiment, which culminated in the IFAB accepting the inclusion of AARs in the Laws of the Game. The AAR system also played a part in a successful EURO 2012 for refereeing, with the 12 teams of five referees being closely followed and stringently prepared during the February winter course in Turkey, as well as during a pre-tournament workshop in April in Warsaw, when the referee teams underwent final fitness tests and received the technical instructions necessary for consistent performances across all 31 EURO 2012 matches.

The UEFA Referee Convention continued to grow, and by the end of the period just three member associations had yet to fulfil the admission criteria. The committee received the Executive Committee's approval of an updated convention to cover the next four-year cycle.

The second season of courses at the Centre of Refereeing Excellence (CORE) in Nyon was completed, with several former participants now having become FIFA referees and demonstrating better preparation for international refereeing than many of their non-CORE colleagues. For example, in the fitness tests, the average sprint

time of the ex-CORE referees was faster than any of the non-CORE FIFA referees who had qualified in 2012. Such preparation is also a reflection of the top-down strategies implemented by the UEFA refereeing officers, with a similar approach being applied to UEFA's elite referees as well as those referees about to start their international careers – an approach designed to increase uniformity in international refereeing.

Plenary meetings: 29 August and 20 December 2011 (technical meeting); 30 January and 6 June 2012

Composition of the committee for 2011/12:

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) Iouri Baskakov (Russia) Dagmar Damková (Czech Republic) David R. Elleray (England) Herbert Fandel (Germany) Bo Karlsson (Sweden) Jozef Marko (Slovakia) Vladimir Sajn (Slovenia) Jaap Uilenberg (Netherlands) Kyros Vassaras (Greece) Kurt Zuppinger (Switzerland)
Members:	



National Team Competitions Committee

The National Team Competitions Committee dealt with several matters over the 2011/12 season, but its main topic was the monitoring of preparations for UEFA EURO 2012. The committee received status reports and proposed some amendments to the regulations, all of which were approved by the Executive Committee. The chairman was actively involved in this very successful tournament. Several other committee members also played active roles in the event, either as tournament officials or as representatives of their own participating teams. The chance for all committee members to experience at first hand this historic first European Football Championship final round to be hosted in this part of Europe, in addition to the personal involvement of those mentioned above, constituted the high points of the season and a very successful period for the committee.

Looking to the future, the committee discussed key competition aspects of the central marketing of senior national team qualifiers, and proposed the adoption of the “week of football” match schedule, which was later approved by the Executive Committee. The committee has also been kept up to date with initial developments regarding UEFA EURO 2016 in France and the European Under-21 championship final round in Israel in 2013.



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Finally, the committee discussed possible format and calendar options for future U21 championships (with final rounds to take place in even years), with the aim of formulating a proposal for the Executive Committee.

Plenary meetings: 16 November 2011 and 2 March 2012

Composition of the committee for 2011/12:

Chairman:	Grigoriy Surkis (Ukraine)
Deputy chairman:	Ángel María Villar Llona (Spain)
First vice-chairman:	Armand Duka (Albania)
Second vice-chairman:	Geir Thorsteinsson (Iceland)
Third vice-chairman:	Mahmut Özgener (Turkey)
Members:	Harry Been (Netherlands)
	John Delaney (Republic of Ireland)
	Yngve Hallén (Norway)
	Ivan Hašek (Czech Republic)
	Alex Horne (England)
	Zdzisław Kręcina (Poland)
	Zoran Laković (Serbia)
	Alfred Ludwig (Austria)
	Wolfgang Niersbach (Germany)
	Campbell Ogilvie (Scotland)



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Club Competitions Committee

The implementation of the UEFA Club Licensing and Financial Fair Play Regulations, the club competition revenue distribution system for the 2012–15 cycle and the UEFA youth club competition were topics at the top of the agendas of all three Club Competitions Committee meetings held during the 2011/12 season. Various members of the committee were also involved in specially created working groups related to the UEFA youth club competition and to financial distribution.

The idea for a new youth club competition was discussed extensively, and following recommendations by the committee, the Executive Committee approved the competition on a trial basis for two seasons (2013/14 and 2014/15).

Other topics discussed included draw procedures, amendments to competition regulations, the international match calendar, the access lists for the UEFA Champions League and UEFA Europa League, and the finals of these competitions. The committee was unanimously in favour of the Champions League final being hosted at Estádio da Luz in Lisbon and the Europa League final at Juventus Stadium in Turin in 2014. The committee also

agreed to propose Cardiff City Stadium as the venue for the 2014 UEFA Super Cup and the Mikheil Meshki Stadium in Tbilisi for the same competition in 2015, with the matches to be played on a new mid-August date.

After fruitful analysis and discussion in the revenue distribution working group, a new distribution system for the 2012–15 cycle was recommended, including a substantial contribution of €40 million from the Champions League clubs to the UEFA Europa League.

Both the UEFA Champions League and Europa League finals in May were staged very successfully, and were played in an exciting and friendly atmosphere. The other events surrounding the Champions League final in Munich, such as the attendance record-breaking UEFA Women's Champions League final and the Champions Festival, were also a huge success.

Plenary meetings: 25 August 2011;
9 February and 18 May 2012

Composition of the committee for 2011/12:

Chairman:	Michael van Praag (Netherlands)
Deputy chairman:	Giancarlo Abete (Italy)
First vice-chairman:	David Gill (ECA, England)
Second vice-chairman:	Damir Vrbanović (ECA, Croatia)
Third vice-chairman:	Sofoklis Pilavios (Greece)
Members:	Umberto Gandini (ECA, Italy)
	Joan Gaspart (Spain)
	Theodore Giannikos (ECA, Greece)*
	Evgeni Giner (Russia)
	Thomas Grimm (Switzerland)
	Karl Hopfner (ECA, Germany)
	Diogo Paiva Brandão (ECA, Portugal)
	Sandro Rosell i Feliu (ECA, Spain)
	Roger Vanden Stock (Belgium)

* Following the resignation of ECA member John McClelland (Scotland), the ECA appointed Theodore Giannikos on 30 April 2012

Youth and Amateur Football Committee

During the period under review, the committee had the opportunity to discuss various matters related to the future of youth football in Europe. Proposals were submitted to the Executive Committee, which ultimately decided to increase the number of participating teams in the European Under-17 Championship final round from 8 to 16 as of the 2014/15 season. In addition, it was also agreed that all qualifying round matches for the European Under-19 Championship would be played on FIFA international match dates.

The committee assisted in the appointment of final round hosts for the Under-17 and Under-19 competitions in 2014, 2015 and 2016. The number of associations keen to stage tournaments was impressive, with 19 associations submitting a bid to host at least one youth final round. The following final round hosts were confirmed by the Executive Committee:

Under-17 2014: Malta (8 teams)
 Under-17 2015: Bulgaria (16 teams)
 Under-17 2016: Azerbaijan (16 teams)
 Under-19 2014: Hungary
 Under-19 2015: Greece
 Under-19 2016: Germany

The committee acknowledged that the U19 final tournament in Romania in 2011 and the U17 final tournament in Slovenia in 2012 were well organised and well attended. Committee members also monitored preparations for the 2012 U19 final tournament in Estonia and for the 2013 events in both youth age-limit categories.



The committee discussed the principles and the *raison d'être* of the UEFA Regions' Cup and confirmed its important role as the only competition organised at European level for amateur teams.

Plenary meetings: 27 October 2011 and 5 March 2012

Composition of the committee for 2011/12:

Chairman:	Jim Boyce (Northern Ireland)
Deputy chairman:	Mircea Sandu (Romania)
First vice-chairman:	Aivar Pohlak (Estonia)
Second vice-chairman:	Sergei Roumas (Belarus)
Third vice-chairman:	Ori Shilo (Israel)
Members:	Hans-Dieter Drewitz (Germany) Philip Gartside (England) Ludovico Micallef (Malta) Armen Minasyan (Armenia) Maurizio Montironi (San Marino) Süheyl Önen (Turkey) Carlo Tavecchio (Italy) Christian Teinturier (France) Rudi Zavrl (Slovenia)
Co-opted member:	Reinhard Walser (Liechtenstein)

Women's Football Committee

The committee monitored preparations for the European Women's Championship final round in Sweden in 2013, with the goal first and foremost to provide a fair and spectacular tournament that would greatly boost the development of the women's game in Europe. To this end, the criteria to select teams for the knockout stage of the final round were modified: in the event that teams were equal on points at the end of the group stage, a draw would take place to determine which team(s) would qualify for the quarter-finals. This would mean that teams had to try to win games, and that the possible difference in the strength of the groups would not be an issue as goal difference would not be taken into consideration.

Looking ahead to the future of the same competition, the committee was extremely pleased that its recommendation to increase the number of teams from 12 to 16 for UEFA Women's EURO 2017 was upheld at the strategic meeting of national associations in Cyprus in September 2011, and subsequently approved by the Executive Committee. Similarly, the committee's view that the final tournament of the European Women's Under-17 Championship should be played with eight teams as of 2014, with the final tournament to be organised by alternating host associations rather than taking place in Nyon, was supported by the national associations and ratified by the Executive Committee.

The committee assessed the technical evaluation of the bids for the European Women's Under-19 and Under-17 Championship final tournaments in 2014, 2015 and 2016. The final tournament hosts confirmed by the Executive Committee were Norway in 2014, Israel in 2015 and Slovakia in 2016 for the WU19s, and England in 2014, Iceland in 2015 and Belarus in 2016 for the WU17s.

In terms of club football, the season showcased the great success of the 2012 UEFA Women's

Champions League final in Germany, which set both a competition and a modern-day women's club football attendance record, with 50,212 spectators gathering at Munich's grand Olympiastadion to see Olympique Lyonnais win against 1. FFC Frankfurt.



During the period under review, the committee also offered expert advice and was directly involved in the drafting of a strategic plan for the development of women's football in Europe.

Plenary meetings: 21 November 2011 and 20 February 2012

Composition of the committee for 2011/12:

Chairwoman:	Karen Espelund (Norway)
Deputy chairman:	Michel D'Hooghe (Belgium)
First vice-chairwoman:	Susanne Erlandsson (Sweden)
Second vice-chairwoman:	Hannelore Ratzeburg (Germany)
Third vice-chairwoman:	Sheila Begbie (Scotland)
Members:	Jasmin Baković (Bosnia and Herzegovina)
	Ana Caetano (Portugal)
	Bernadette Constantin (France)
	Clémence Ross (Netherlands)
	Igor Shalimov (Russia)
	Gudrun Inga Sivertsen (Iceland)
	Frances Smith (Republic of Ireland)
	Liana Stoicescu (Romania)
	Marina Tashchyan (Armenia)

Futsal and Beach Soccer Committee



The committee monitored the successful final round of the 2011/12 European Futsal Championship in Croatia. The arenas in Zagreb and Split attracted an impressive total of 95,609 spectators across the final round, an increase of 39% compared with the last edition in Hungary, and including a UEFA futsal attendance record of 14,300 for the semi-final. In the final, Spain were crowned champions for the fourth time in succession and the fifth time in the seven editions of the competition.

The key areas for discussion in the committee were the development strategy for futsal and the competitions strategies. Five main areas were identified for futsal development, and the committee stressed in particular the need to increase awareness of futsal as a useful complement to football – not a competitor – as well as the importance of setting up a strong grass-roots and youth education system in national associations and schools.

The committee also completed a technical evaluation of the three bids to host the UEFA Futsal EURO 2014 (Belgium, Lithuania and Slovenia), the three bids for the final round of the same competition in 2016 (Bulgaria, the Former Yugoslav Republic of Macedonia, and Serbia), and the three bids to host the 2012 UEFA Futsal Cup finals. The final tournament hosts were

confirmed by the Executive Committee as Belgium for Futsal EURO 2014, Serbia for Futsal EURO 2016, and FC Barcelona for the 2012 Futsal Cup finals.

The Futsal Cup finals were a success, and FC Barcelona managed to lift another European trophy to add to their prestigious collection at their first attempt in the competition.

Plenary meetings: 23 November 2011 and 10 February 2012

Composition of the committee for 2011/12:

Chairman:	Borislav Mihaylov (Bulgaria)
Deputy chairman:	Sergey Fursenko (Russia)
First vice-chairman:	Giorgio Crescentini (San Marino)
Second vice-chairman:	Haralampie Hadji-Risteski (FYR Macedonia)
Third vice-chairman:	Petr Fousek (Czech Republic)
Members:	Olzhas Abayev (Kazakhstan)
	Ruud Bruijnis (Netherlands)
	Boris Durlen (Croatia)
	Gennady Lisenchuk (Ukraine)
	José Venancio López Hierro (Spain)
	Elnur Mammadov (Azerbaijan)
	Edgars Pukinskis (Latvia)
	Ferenc Ragadics (Hungary)
	Antonio Silva Pereira (Portugal)
	Fabrizio Tonelli (Italy)



HatTrick Committee

The HatTrick Committee works hard to ensure that UEFA's 53 member associations are given as much assistance as possible moving forward, in terms of infrastructure, administration, management and sporting development.

The committee's priorities in the year under review were to assess the feasibility of projects sent in for funding approval under the HatTrick II assistance programme, and to define the scope of HatTrick III, which covers the next four-year cycle (2012–16). The committee also approved the UEFA HatTrick III Regulations (2012 edition).

The UEFA HatTrick awards were also launched, open to all 53 member associations. The committee will review the projects submitted and decide on the winners at its meeting in November 2012.

The committee was kept up to date with developments in the important Knowledge and Information Sharing Scenario (KISS) programme, as well as UEFA's education programmes – the UEFA Certificate and Diploma in Football Management (UEFA CFM and UEFA DFM) and the Executive Master in European Sport Governance (MESGO).

The UEFA women's football development programme was extended to 2016 following a successful pilot phase in 2010/11, which was repeated in 2011/12. The dedicated funds form part of the HatTrick programme and target the development of the women's game, particularly at grassroots level.

Eleven pilot international development tournaments for boys' Under-16 and women's Under-17 age groups have now been successfully organised with the support of the HatTrick assistance programme. Twenty-eight associations have benefited from the project so far, and it has now been extended to include all UEFA member associations.

By the end of the period under review, national associations had allocated 95% of HatTrick II funds, totalling over €125.2 million, and 33% of HatTrick III funds, totalling over €52.5 million.

Plenary Meetings: 24 November 2011 and 3 April 2012

Composition of the committee for 2011/12:

Chairman:	Allan Hansen (Denmark)
Deputy chairman:	Michael van Praag (Netherlands)
First vice-chairman:	Costakis Koutsokoumnis (Cyprus)
Second vice-chairman:	Liutauras Varanavičius (Lithuania)
Third vice-chairman:	Leo Windtner (Austria)
Members:	Bernard Barbet (France)
	Neil Jardine (Northern Ireland)
	Michail Kassabov (Bulgaria)
	Levent Kizil (Turkey)
	Jozef Kliment (Slovakia)
	Vicente Muñoz Castillo (Spain)
	Sara O'Shea (Republic of Ireland)
	Daniel Claudiu Prodan (Romania)
	Sergei Safaryan (Belarus)
	Márton Vági (Hungary)
Co-opted member:	Tomislav Karadžić (Serbia)

Development and Technical Assistance Committee

This committee has the technical education programme as one of its key remits, but various other football development issues were also dealt with during the period under review, including the monitoring of technical reports for various final tournaments. Two expert panels report to the committee – the UEFA Jira Panel (coach education) and the UEFA Grassroots Panel – and both were very active in their areas of responsibility. The UEFA Coaching Convention and the UEFA Grassroots Charter are continuously progressing under the stewardship of their respective panels, which both met twice this season.



Following the pilot phase of UEFA's Pro licence coach education exchange programme, the committee analysed this new knowledge-sharing platform and recommended that the scheme be set up permanently.

The committee members continued to be actively involved in the UEFA Study Group Scheme, which has benefited some 7,000 football technicians in the last four seasons. The committee fully supported the launch of a pilot project including four goalkeeper coach education courses in the year under review, which will now be pursued beyond the pilot phase.

The committee also worked closely with the Grassroots Panel to organise UEFA Grassroots Day. The activities of the member associations were well promoted, and the third edition of the campaign again included the donation of maxi-pitches to the cities that hosted the club competition finals. The work of the committee helped to pave the way for the next Grassroots Workshop, which will take place in Oslo in 2013.

Under the auspices of the committee, three major technical events were also carried out in the season under review: the UEFA Elite Club Coaches Forum in Nyon, a practical further training course for coach educators in Brussels, and a coach education workshop in Prague focusing on the latest educational trends.

Plenary meeting: 11 November 2011

Composition of the committee for 2011/12:

Chairman:	Giancarlo Abete (Italy)
Deputy chairman:	Theo Zwanziger (Germany)
First vice-chairman:	Paul Philipp (Luxembourg)
Second vice-chairman:	Philip Pritchard (Wales)
Third vice-chairman:	Dušan Bajević (Bosnia and Herzegovina)
Members:	Miodrag Belodedici (Romania)
	Trevor Brooking (England)
	Jerzy Engel (Poland)
	Mario Gjurcinovski (FYR Macedonia)
	Yordan Letchkov (Bulgaria)
	Janis Mežeckis (Latvia)
	Mikael Santoft (Sweden)
	Dušan Savić (Serbia)
	Mordechai Shpigler (Israel)
	Dušan Tittel (Slovakia)
Co-opted member:	Vlatko Marković (Croatia)

Club Licensing Committee



Club licensing continued to play a fundamental role in promoting good governance and transparency among both clubs and national associations through efficient regulatory structures aimed at improving the standards of European football.

The 2011/12 season was the ninth in which national associations managed the club licensing process, with 581 top-division clubs undergoing the licensing procedure in order to participate in the 2012/13 UEFA club competitions. Although the lowest-ever number of licence refusals was recorded (84), six clubs that would have qualified on sporting merit were denied access to competitions on either licensing or financial fair play grounds. The significant scope of club licensing was also demonstrated by the fact that over 30 national associations implemented some form of domestic licensing for clubs in lower divisions, meaning that more

than 1,300 clubs were assessed across five areas (sporting, infrastructure, personnel and administrative, legal and finance) in the 2011/12 season.

In its two meetings in the 2011/12 period, the committee focused mainly on the amendments to the UEFA Statutes involving club licensing and financial fair play, and the recommendation to approve the 2012 edition of the UEFA Club Licensing and Financial Fair Play Regulations. Such amendments were necessary following the creation of an additional UEFA Organ for Administration of Justice, the Club Financial Control Body (which replaced the former Club Financial Control Panel), and in order to address issues in relation to insolvency matters, accounting requirements for third-party player ownership and squad size limits.

Plenary meetings: 11 November 2011 and 17 April 2012

Composition of the committee for 2011/12:

Chairman:	Avraham Luzon (Israel)
Deputy chairman:	František Laurinec (Slovakia)
First vice-chairman:	David Bernstein (England)
Second vice-chairwoman:	Ivančica Sudac (Croatia)
Third vice-chairman:	Thomas Christensen (Denmark)
Members:	Marco Brunelli (Italy)
	Volodymyr Chorno-Ivanov (Ukraine)
	Elena Ereemeeva (Russia)
	Ludvik Georgsson (Iceland)
	Jacques Lagnier (France)
	Steven Martens (Belgium)
	Marcelino Maté Martínez (Spain)
	Peter Peters (Germany)
	Einar Schultz (Norway)
	Aleš Zavrl (Slovenia)

Stadium and Security Committee

The committee monitored preparations for UEFA EURO 2012 and supported activities in this regard. These preparations included joint training programmes delivered in partnership with the EU and the Council of Europe, as well as continuous reviews of stadium development and construction.



The UEFA stadium and security unit, together with the pan-European think tank of football safety and security experts and the Council of Europe, will continue to provide tailored support to national associations experiencing difficulties.

The committee helped to organise the tenth joint UEFA-European Union Conference on Security, which took place in Vienna, as well as endorsing a joint working programme which includes integrated stewarding, policing and stadium management training schemes.

The committee requested that the incident analysis carried out by the stadium and security unit in UEFA competitions be expanded. In light of the continuing prevalence of pyrotechnics highlighted in this analysis, the committee issued a policy recommendation to be presented to the Executive Committee condemning any use of such devices inside football stadiums.

The committee endorsed UEFA's proposed policy that the last-minute installation and certification of temporary stands was not acceptable under any circumstances, and that the UEFA administration should implement a strict system of pre-season inspections.

Finally, continued cooperation between UEFA and CAFE (Centre for Access to Football in Europe) was endorsed, and the UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, a joint publication, was approved.

Plenary meetings: 25 November 2011 and 26 April 2012

Composition of the committee for 2011/12:

Chairman:	František Laurinec (Slovakia)
Deputy chairman:	Grigoriy Surkis (Ukraine)
First vice-chairman:	Paddy McCaul (Republic of Ireland)
Second vice-chairman:	Tomás Gea (Andorra)
Third vice-chairman:	Yury Zhmurko (Russia)*
Members:	Trygve Bornø (Norway)
	Jean-François Crucke (Belgium)
	Gijs de Jong (Netherlands)
	Sune Hellströmer (Sweden)
	George Koumas (Cyprus)
	Odile Lanceau (France)
	Markku Lehtola (Finland)
	Michał Listkiewicz (Poland)
	Rudolf Marxer (Liechtenstein)
	Ansgar Schwenken (Germany)

*Yury Zhmurko replaced Andrey Balashov (Russia) as of 9 February 2012

Medical Committee



The Medical Committee was involved in a number of key projects during the year under review. These included the development and hosting of a workshop for the doctors of national associations, the definition and implementation of minimum medical standards into all UEFA competitions, and the delivery of the UEFA medical, anti-doping and injury study concepts during EURO 2012.

The first UEFA Football Doctor Education Programme workshop was held in Vienna in February 2012. Doctors from over 50 national associations received four days' training on emergency aid and the role of the football doctor. Members of the Medical Committee – including the chairman – were on hand to teach, lead workshops and support the UEFA medical unit in the delivery of the course.

The committee defined new minimum medical requirements to tackle emergencies at all UEFA matches, which have now been introduced into all competition regulations for the 2012/13 season.

The medical, anti-doping and injury study concepts at EURO 2012 were supervised by members of the Medical Committee. This was the culmination of several years of preparatory work, site visits and organisation – which also involved the local organising committee and

UEFA Events SA – as well as detailed planning and training of field staff, particularly in the case of the anti-doping concept. Committee members worked as general medical officers and doping control officers during the tournament.

The committee continued to further UEFA's scientific work, with the UEFA injury study moving into its 12th year. Efforts were made to increase exposure of the study by officially inviting all 32 clubs of the UEFA Champions League to participate. Wider medical research work also continued to be supported through the UEFA Research Grant Programme, which produced its first output of specialty medical projects.

Plenary meetings: 10 November 2011 and 18 April 2012

Composition of the committee for 2011/12:

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

Players' Status, Transfer and Agents and Match Agents Committee

The committee received updates on the cases of Tony Sylva and Morgan De Sanctis, both of which related to financial compensation due as a result of a unilateral breach of contract by a player, and both of which were decided on by the Court of Arbitration for Sport (CAS). These decisions followed a similar approach to that taken by the CAS for the first time in the case involving the Brazilian midfielder Matuzalém, and subsequently confirmed in the cases involving the Egyptian goalkeeper Essam El Hadary and the Ghanaian midfielder Stephen Appiah, so that this approach can, in principle, be described as consistent. The committee was also informed about the latest developments in the FC Sion case (related to the exclusion of this club from the UEFA Europa League after ineligible players were fielded in a play-off match against Celtic FC).



Furthermore, the committee received a presentation concerning unilateral options for clubs to extend the duration of players' contracts, and a description of the different areas where UEFA, for club licensing purposes (in particular for a more efficient implementation of the overdue payables rule) should be provided by FIFA with more relevant information on disputes being heard before FIFA bodies.

The committee was also informed about the EU social dialogue process through which, with the help of the European Commission and UEFA, the social partners (the European Club Association and the Association of European Professional Football Leagues representing the employers, and FIFPro Division Europe representing the employees) are aiming to reach an agreement on minimum standards for professional footballers' contracts. The committee supported the efforts made by UEFA in this regard and recommended that the Executive Committee approve the agreement.

Plenary meeting: 4 November 2011

Composition of the committee for 2011/12:

Chairman:	Geoffrey Thompson (England)
Deputy chairman:	Peter Gilliéron (Switzerland)*
First vice-chairman:	Ruben Hayrapetyan (Armenia)
Second vice-chairman:	Christian Andreasen (Faroe Islands)
Third vice-chairman:	Jorge Pérez Arias (Spain)
Members:	Thomas Hollerer (Austria)
	Sergei Ilyich (Belarus)
	João Leal (Portugal)
	Rod Petrie (Scotland)
	Sergey Pryadkin (Russia)
	Henrik Ravnild (Denmark)
	Jean-Jacques Schonckert (Luxembourg)
	Björn Vassallo (Malta)
	Tervel Zlatev (Bulgaria)

* Peter Gilliéron replaced Vitaly Mutko (Russia) as deputy chairman as of 22 September 2011.

Legal Committee

The committee prepared amendments to the UEFA Statutes, which were submitted to the Executive Committee and adopted by the Ordinary UEFA Congress in Istanbul on 22 March 2012. It was also updated on the content of the FIFA Regulations Governing International Matches, but considered it best to wait and see how the new rules worked in practice before making any further recommendations to FIFA in this respect.

The committee was updated on various legal and regulatory issues associated with the introduction of centralised media rights sales as part of the European Qualifiers project (the overall approach was supported by the committee as a means of enhancing solidarity between associations).

The committee was provided with an update on the decision of the European Court of Justice of 4 October 2011 in the QC Leisure case (related to territorial licensing of media rights) as well as the latest developments in the FC Sion case.

In addition, the committee assisted UEFA in its efforts in the area of European social dialogue, notably with regard to steps aimed at defining minimum requirements recognised by all stakeholders for the contracts of professional footballers.

Plenary meeting: 3 November 2011

Composition of the committee for 2011/12:

Chairman:	Theo Zwanziger (Germany)
Deputy chairman:	Geoffrey Thompson (England)
First vice-chairman:	François de Keersmaecker (Belgium)
Second vice-chairman:	Sauli Niinistö (Finland)
Third vice-chairman:	Aleksander Čeferin (Slovenia)
Members:	Carmelo Bartolo (Malta)
	Artan Hajdari (Albania)
	Herbert Hübel (Austria)
	Vladimir Iveta (Croatia)
	Ainar Leppänen (Estonia)
	Alan McRae (Scotland)
	Krister Malmsten (Sweden)
	Jesper Møller Christensen (Denmark)
	Borislav Popov (Bulgaria)
	Peter Stadelmann (Switzerland)



Marketing Advisory Committee



The first meeting of the Marketing Advisory Committee in this period, in October 2011, was principally focused on the European Qualifiers project and the composition of its working group. In addition to this, the members were given updates on the latest commercial developments for the 2012–15 cycles of the UEFA Champions League and UEFA Europa League, as well as UEFA EURO 2012, following a presentation on the exclusive territorial licensing of broadcasting rights.

The committee's second meeting of the period took place in January 2012 and included insightful information on various updates related to the European Qualifiers project, on topics including match scheduling, the media rights approach, the commercial inventory, the commercial regulations, the official match ball, and brand development.

The European Qualifiers topic was followed by an update on the Knowledge and Information Sharing Scenario (KISS) marketing workshops planned for 2012, focusing mainly on sponsorship and fan engagement, which were the two areas that participants requested be further developed. Following the successful first edition

of the KISS marketing awards in November 2011 in Paris, a second edition is scheduled for 29 November 2012 in Rome.

Seizing the opportunity provided by the launch of the new UEFA corporate identity, a brand development presentation was shown to the members emphasising the visual changes for the club competitions as well as the final visual and musical developments for EURO 2012.

Plenary meetings: 14 October 2011 and 23 January 2012

Composition of the committee for 2011/12:

Chairman:	Sergey Fursenko (Russia)
Deputy chairman:	Avraham Luzon (Israel)
First vice-chairman:	Guntis Indriksons (Latvia)
Second vice-chairman:	Ján Kováčik (Slovakia)
Third vice-chairman:	Lutfi Arifoğan (Turkey)
Members:	Ioannis Farfarellis (Greece)
	Jonathan Ford (Wales)
	Atanas Furnadzhiev (Bulgaria)
	Javid Garayev (Azerbaijan)
	Florence Hardouin (France)
	Kuanysch Kanapyanov (Kazakhstan)
	Jindřich Rajchl (Czech Republic)
	Stewart Regan (Scotland)
	Denni Strich (Germany)
	Stuart Turner (England)



Media Committee

The Media Committee discussed a range of topics, including UEFA's position with regard to social media, the data collection project for UEFA competition matches, the new UEFA brand, the Respect campaign for UEFA EURO 2012 and other collaboration opportunities with UEFA member associations.

In terms of social media, the committee was made aware of UEFA's positioning, which has aimed to protect and promote UEFA events and to drive traffic back to UEFA.com, a process that would continue for EURO 2012.

The UEFA match data collection process involves cooperating with match officials before and after each match. In this way, UEFA is able to publish live content and to immediately update its own database with new information. The committee requested that further cooperation with each national association be investigated regarding data harmonisation and content-sharing possibilities.

UEFA's brand project – the rebranding of the organisation's corporate image and identity around four key values (unity, openness, excellence and care) – was presented to the commit-

tee, which gave its support to the plan to launch the new brand at the UEFA Congress in Istanbul in March 2012.

The committee also discussed some media operational matters, received video feedback from the 2011 media officer workshop and approved the proposal to organise another workshop in November 2012. The members were updated on the Respect campaign (EURO 2012 TV advert) and received further explanations regarding the European Qualifiers project.

Plenary meeting: 27 February 2012

Composition of the committee for 2011/12:

Chairman:	Vitaly Mutko (Russia)
Deputy chairman:	Peter Gilliéron (Switzerland)
First vice-chairman:	Roland Ospelt (Liechtenstein)
Second vice-chairman:	Patrick Nelson (Northern Ireland)
Third vice-chairman:	Alex Manfré (Malta)
Members:	Nicolai Cebotari (Moldova)
	Onofre Costa (Portugal)
	Momir Djurdjevac (Montenegro)
	Edvinas Eimontas (Lithuania)
	Thórir Hákonarson (Iceland)
	Mamuka Kvaratskhelia (Georgia)
	Armen Melikbekyan (Armenia)
	Agnieszka Olejkowska (Poland)
	Tomaž Ranc (Slovenia)
	Antonello Valentini (Italy)

Fair Play and Social Responsibility Committee

During the 2011/12 season, the committee continued to endorse the football-related projects of UEFA's corporate social responsibility partners in the strategic fields of peace and reconciliation, football for all, health, humanitarian aid, racism and discrimination and the environment. UEFA competitions, especially EURO 2012 in Poland and Ukraine, provided the perfect platform for the systematic promotion of the Respect campaign both on and off the field. The committee nominated the Stefano Borgonovo Foundation for the 2012 Monaco Charity Award, and welcomed plans for a KISS football and social responsibility seminar for UEFA member associations in Sarajevo on 4/5 October.



Based on an external review and its own recommendations, the Fair Play and Social Responsibility Committee approved the following key points for the social responsibility strategy in the coming years:

- the creation of a Football First/We Care portfolio to enable UEFA to support corporate social responsibility projects organised by members of the football family;
- the expansion of UEFA's support for football for all to include a wider group of partners promoting disability football and still including the Special Olympics;
- an associated partnership with the Centre for Access to Football in Europe (CAFE), which acts on behalf of disabled fans;
- the decision not to renew UEFA's partnerships with Terre des Hommes and Education 4 Peace;
- the confirmation of core partnerships with FARE (Football Against Racism in Europe), the Cross Cultures Project Association, the World Heart Federation, and associated partners such as the Homeless World Cup and WWF.

Plenary meetings: 24 November 2011 and 3 April 2012

Composition of the committee for 2011/12:

Chairman:	Peter Gilliéron (Switzerland)
Deputy chairman:	Allan Hansen (Denmark)
First vice-chairman:	Domenti Sichinava (Georgia)
Second vice-chairman:	Elkhan Mammadov (Azerbaijan)
Third vice-chairwoman:	Ekaterina Fedyshina (Russia)
Members:	Mark Arthur (England)
	Duro Bukvić (Croatia)
	Dragan Djordjević (Serbia)
	Michel Dumoulin (Belgium)
	Trefor Lloyd Hughes (Wales)
	Eduard Prodani (Albania)
	Charles Schaack (Luxembourg)
	Aristides Stathopoulos (Greece)
	Phivos Vakis (Cyprus)
	Bert van Oostveen (Netherlands)

Football Committee

The Football Committee's main discussions in this period focused on topics including the Laws of the Game, technical and refereeing matters, and the promotion of UEFA's competitions.

Discussions on the Laws of the Game centred around topics such as the possible introduction of the offside rule at throw-ins, the definition of a foul (the members were in agreement that the risk – and not the intention – should determine the referee's decision), and the positioning of the additional assistant referees on the same side as the assistant referee.

The Football Committee recommended that there be a man of the match award at UEFA EURO 2012 and supported the proposal to ask famous former players involved in previous editions of the competition to select the winners and present the awards at all 31 matches. The scheme was implemented consistently throughout the tournament.

In addition, the members discussed the definition of a set of guidelines on goalscoring and assists and, among other criteria, agreed that intention was key in defining an assist.

The committee received a status report on the initiative to present UEFA awards to players with 100 caps for their country, which was unanimously praised by the members.

The committee acknowledged the importance of head-to-head matches when determining rankings for two teams equal on points, and the members were in favour of a proposal to allow a 23-man squad for the UEFA Champions League final.

Finally, the Football Committee was presented with an update on the different topics that had been discussed by the FIFA Task Force 2014 at its meeting in October 2011.



Plenary meeting: 11 November 2011

Composition of the committee for 2011/12:

Chairman:	Mircea Sandu (Romania)
Deputy chairman:	Borislav Mihaylov (Bulgaria)
First vice-chairman:	Pavel Cebanu (Moldova)
Second vice-chairman:	Dejan Savićević (Montenegro)
Third vice-chairman:	Grzegorz Lato (Poland)
Members:	Demetrio Albertini (Italy)
	Ivan Ćurković (Serbia)
	Paul Elliott (England)
	Luís Figo (Portugal)
	Faruk Hadžibegić (Bosnia and Herzegovina)
	Fernando Ruiz Hierro (Spain)
	Julius Kvedaras (Lithuania)
	Anton Ondruš (Slovakia)
	Matthias Sammer (Germany)
	Davor Šuker (Croatia)
Co-opted member	Revaz Arveladze (Georgia)



WE CARE ABOUT FOOTBALL

II. Report of the UEFA Administration

1 July 2011 – 30 June 2012



Welcome message of the UEFA President

FOREWORD

The UEFA EURO 2012 final between Spain and Italy provided a memorable climax to an exceptionally busy year.

The abiding memory will be the high standard of football played by teams who were prepared to take the initiative and to offer the public entertainment of the highest order. But credit can be deservedly given to all the people who worked so hard to make the final tournament such a great organisational success, to lay the foundations for some superb broadcasting of the event, and to create a wonderful atmosphere – not least in the fan zones, which attracted well over six million visitors. As hosts, Poland and Ukraine showed themselves in the best possible light, while the squads from UEFA and UEFA Events SA can legitimately be congratulated for delivering a first-class event.

But, as the following pages will demonstrate, there was much more to the administrative year. Apart from showcase events like the UEFA Champions League final in Munich or the UEFA Europa League final in Bucharest, there were many hives of activity related to 1,868 matches, draws, trophy tours, design launches, workshops, youth development competitions and a wide variety of exchange and knowledge-sharing schemes.

In addition, it was a year in which the UEFA campus in Nyon was expanded by the inauguration of the new Bois-Bougy building, significant advances were made in the project to convert the European Football Championship qualifying phase into a centrally marketed product, the development of women's football moved up a gear or two, the implementation of financial fair play concepts also accelerated sharply, and the fight against match-fixing gained strength and momentum. At the same time, UEFA and UEFA Events SA were working hard on the project of addressing operational



issues on an in-house basis in time for the start of the new three-year cycle of our showcase club competitions. All of this added up to an enormous workload. The challenge has therefore been to condense a year of intense activity into a readable overview which accurately and transparently records UEFA's 2011/12 campaign.

Gianni Infantino

UEFA administration 2011/12

Gianni Infantino (General Secretary)

Directors:

Alasdair Bell (Legal Affairs)

Alexandre Fourtoy (Communications)

Stéphane Igolen (Services)

Josef Koller (Finance)

Giorgio Marchetti (Competitions)

Theodore Theodoridis (National Associations)

Competitions for national teams



European Football Championship

As the final tournament was played in the last month of the 2011/12 campaign, much of the year was dedicated to finalising and implementing the wide range of projects in over 30 domains which added up to the event.

UEFA Events SA was intensively engaged in the sale of media rights both in Europe and, in conjunction with two agencies, in other continents. Sponsor involvements in Poland and Ukraine accelerated through their final stages, starting with a meeting of the long-standing EUROTOP partners held in Monaco in August 2011. The third and fourth sponsor workshops, involving the ten global partners and six national sponsors, took place in Warsaw in October and Kyiv in April, with particular emphasis on activities within the highly successful fan zones, which attracted 6.69 million

visitors – compared with 4.2 million at EURO 2008. This was followed by tours of the host cities which were key elements in the planning process and a trophy tour of the two host countries, supported by six of the team of sponsors.

A total of 47 agreements for the production and sale of licensed products were concluded in conjunction with Warner Bros., including a deal related to a range of officially endorsed publications, among them a preview guide made available in nine languages. A licensing workshop was organised in Kyiv in early October. An online store, operated by two of the market leaders in football-related e-commerce, was launched in December. High-street sales were spearheaded by Intersport who, during the pre-Christmas period, opened an additional 100 stores throughout Europe, each of them

featuring a EURO 2012 store-within-store. An official EURO 2012 video game was designed – and launched in April. For the first time, the game was used as the foundation stone for a global online tournament which kicked off in April and culminated in semi-finals and a simulated final played at the fan zone in Kyiv prior to the kick-off of the real final between Spain and Italy in the stadium. UEFA Events SA issued 1,490 licences for the public screening of matches in 36 different countries.

An elaborate travel and accommodation policy was drawn up once the draw for the final tournament had been made. As a gauge to the dimensions of this sector, 11,649 flights were booked during the tournament and, from May until the end of the event, 24,900 room nights were reserved in headquarters and staff hotels, with a further 4,000 room nights booked in team-related hotels. An operational plan for airports was finalised in cooperation with air coordinators in the two host countries, workshops were staged with the Ukrainian and Polish railways, host city transport plans were designed, and UEFA medical observers travelled to the host cities with a view to guaranteeing appropriate levels of coverage.

Creative concepts were finalised for the opening, closing and trophy presentation ceremonies, along with "fanentertainment" arrangements.

The draw for the play-off ties was staged on 13 October 2011 in Krakow, where an informal meeting of EU sports ministers was attached to the event. The draw for the final tournament took place in Kyiv on 2 December, in the presence of 650 guests and some 500 media representatives. The objective was to create a celebration of European football in a festive atmosphere, with football legends appearing on stage to commemorate previous final tournaments. UEFA successfully delivered global broadcasting of the event, which was transmitted live by 44 broadcast partners in Europe and

by a further 27 who covered 101 territories in other continents. On-site unilateral services were provided to over 60 television networks. The workshop which was pegged to the draw was attended by a record-breaking 213 broadcast partner representatives.

Prior to the tournament, the European broadcast partners screened more than 7,500 promotional trailers. They sent 4,000 staff members to the event, during which UEFA received more than 24,800 requests for unilateral services – and delivered them. UEFA's account management team serviced 198 broadcasters on a daily basis throughout the tournament.

The final draw also heralded the launch of the official song, with Oceana rendering "Endless Summer" on stage in Kyiv. The song was released in May 2012 as a CD and via online music platforms. It reached number one in Poland and the top ten in many major European markets.



Planning, ticketing and admission services required intensive preparations, in which 360 staff members were involved at some stage. A variety of sales platforms were designed (and activated immediately after the draw for the final tournament), including a successful ticket resale platform which was extensively used. The total in-stadium attendance at EURO 2012 was 1.44 million – an increase of around 40% in comparison with EURO 2008. Corporate

hospitality sales were conducted on an in-house basis. 46,180 packages were sold and 82,930 guests were catered for. The outcome of a recruitment process in the two host countries was a squad of 700 staff and, when volunteer recruitment got under way, 23,949 applications were received, 11,655 interviews were conducted, and 5,885 volunteers were on site when the tournament started. 5,563 worked throughout UEFA EURO 2012 and, during the event, detailed work schedules were drawn up, entailing some 16,000 shifts.

Representatives from all sectors of the competing teams (coaching, media, medical, etc.) were briefed at a workshop staged in Warsaw in March. Twelve of the participants had been at EURO 2008. Spain made history by becoming the first team to successfully defend the trophy and the first to achieve a hat-trick of two EUROs and one FIFA World Cup.

European Women's Championship

While 38 of the 44 entrants were competing in the main qualifying phase, preparations for the final tournament in Sweden in 2013 were intensifying. Meetings and site surveys were conducted in the seven host cities; contacts between UEFA and the LOC were enhanced by video conferences; and internal event coordination was channelled through regular meetings of the various domain leaders. In the meantime, UEFA Events SA was engaged in the sale of media rights for the final tournament and preparations for the final tournament draw in Gothenburg included the appointment of former German international Steffi Jones (tournament director for the 2011 FIFA Women's World Cup) and former Swedish international defender Patrik Andersson as UEFA Women's EURO 2013 ambassadors.

European Under-21 Championship

Preparations for the final tournament to be played in Israel in June 2013 got under way with a preliminary site survey in July 2011 and another visit in March 2012. UEFA Events SA staged a series of sponsorship sales meetings in Tel Aviv with a view to encouraging national sponsors to join the EUROTOP partners by becoming involved in the event.

European Futsal Championship

The first half of the period was dedicated to intensive preparations for the UEFA Futsal EURO 2012. A record number of 42 starters had competed for 11 places alongside the hosts at the second 12-team final tournament staged in Croatia from 31 January to 11 February 2012. The successful teams went into the draw for the final round, which was staged at the impressive Hypo Expo XXI conference centre in Zagreb on 9 September 2011, with the participation as UEFA's ambassador for the event of Robert Jarni, capped by Croatia in both the outdoor and indoor games. A finalists' workshop had been organised on the eve of the draw and a third and final site visit was conducted by staff from the competitions division and the events unit in December.

UEFA Events SA laid foundations for a successful final tournament. Eight global sponsors participated in the intensive promotion of the event, supported by two national sponsors. A range of licensed products was retailed by one of the local partners, including the Tango 12 match ball, which had been designed by adidas specifically for the final tournament. A 76-page official programme was published and UEFA.com's in-depth coverage included a newly created MatchCentre, which provided extensive background information and statistics. Matches were disputed on a state-of-the-art black play-



ing surface which received unanimous approval from coaches and players, as it was fast enough to promote spectacular play.

The UEFA Futsal EURO 2012 also set a number of records. Matches were televised in 85 markets – a 23% increase on the coverage of EURO 2010. In Spain, the final was watched by an average audience of 594,000, reaching a peak of 1.1 million during extra time. This represented a 77% upturn in comparison with Spain's victory in Hungary two years previously. Attendances at the final tournament averaged 4,780 per game, with the semi-final between the hosts and Russia setting a new final tournament record of 14,300. The cumulative audience was a record 95,600 spectators; the crowd of 7,500 was the highest number to watch a final, and the tournament also set a new record of 8,400 for a match not involving the host team.

From an organisational standpoint, the challenge was to organise 20 matches in a 12-day period which coincided with extremely wintry weather and heavy snowfalls. Fixtures were

played in two centres: Zagreb (15,200 capacity at the Zagreb Arena) and Split (11,000 at the Spaladium Arena). There was unanimous praise for the high quality and the entertainment value of the futsal played, and one of the highlights was a group game in which Serbia came four times from behind to defeat Azerbaijan 9-8. The final was, for the fourth time in the history of the competition, between Russia and Spain, with the latter equalising at 1-1 when only 34 seconds remained. The Spaniards went on to win the title for the sixth time by scoring twice more during ten dramatic minutes of extra time.

In the meantime, UEFA had also been evaluating the three bids to stage the UEFA Futsal EURO 2014 with, the Belgian city of Antwerp emerging as the final choice by UEFA Executive Committee. UEFA was also engaged in the organisation of the qualifying competition for the FIFA Futsal World Cup. The draw for the preliminary and main rounds was staged in Nyon in July 2011, and a second draw decided the seven play-off ties which determined Europe's representatives.

Youth football

In addition to the total of 69 mini-tournaments staged during the qualifying phases of UEFA's existing youth development competitions, the significant novelty of the 2011/12 campaign was the introduction of further youth development tournaments, staged under the aegis of UEFA's HatTrick programme. The aim of the new project was to offer international experience to boys at Under-16 level and to girls' Under-17 teams. The first of six pilot tournaments was staged in Slovakia in March 2012, where the hosts were joined by Under-16 teams from Slovenia, Poland and the Czech Republic with, at the same venues, the Slovak women's Under-17 side competing against visitors from Greece, Italy and Slovenia. In addition to administrative and financial support, UEFA provided technical input from experienced youth development coaches and offered opportunities for player tracking data to be made available to the competing teams. Five further events were staged in Serbia, Georgia, Switzerland (at UEFA's headquarters complex in Nyon), Moldova and Lithuania. Feedback from the pilot events was highly positive.

The "traditional" youth development competitions entailed the usual 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, at the men's events, the menace of match-fixing. The 2011/12 campaign also heralded the pilot phase of the women's football development programme. A total of 42 applications for funding were presented to the HatTrick Committee in November 2011, while a data-gathering procedure was being completed with a view to facilitating tracking and monitoring the impact of the development programme. A women's page was launched on UEFA.com in order to promote the projects in women's football being undertaken by national associations.

European Under-19 Championship

The second title to be decided during the 2011/12 administrative period was won by Spain on 1 August 2011 and provided a promotion of events to come. The final tournament was staged in conjunction with the Romanian Football Federation, which was hosting a major event for the first time since the 1998 Under-21 finals. Games were played at four modestly sized venues within a 20km radius of Bucharest, with stadium capacities ranging from 450 to 5,123. Nine matches were offered to a pan-European television audience by Eurosport, in addition to coverage of specific games by TV networks in the competing countries.



The two finalists, Spain and the Czech Republic, topped the tournament's fair play ranking and offered 4,300 fans a memorable final. The Czechs went ahead after 52 minutes, defended their lead until five minutes from time, took a 2-1 lead early in extra time, and conceded two late goals which gave Spain their 3-2 win.

The remainder of the campaign was dedicated to preparations for the 2012 U19 final tournament, the first major event to be hosted by the Estonian national association.

European Women's Under-19 Championship

Modifications to the international match calendar meant that, curiously, no final tournament was played during the 2011/12 administrative period. But 96 qualifying matches were played in 16 tournaments in September 2011 and March/April 2012 to determine the seven teams which would join the hosts at a final tournament in Turkey which was scheduled to start the day after the UEFA EURO 2012 final in Kyiv.

European Under-17 Championship

The 11th European Under-17 Championship finals were the first to be staged in Slovenia and, as in 2011, involved only three of the national associations which had qualified in the previous year. Two of them, however, took the gold and silver medals in a match which turned out to be a repeat of the 2011 final – between Germany and the Netherlands. It was also a repeat victory for Albert Stuivenberg's Dutch team, who equalised to make it 1-1 in the dying seconds of normal time and then won the penalty shoot-out. Modified tournament regulations meant that no extra time was played.

The 12 group matches were played at four venues in two centres. Group A was contested in Ljubljana (the capital was also the venue for the final-round draw) and Domžale; Group B in Maribor and Lendava. The knockout matches were played in Ljubljana, with the two semi-finals staged as a double-header at the new National Arena, where the crowd of 11,674 which watched the final between Germany and the Netherlands set a new record for a final not involving the host nation, and brought the cumulative attendance for the final tournament to 41,420 (a 39% increase on the 2011 total of 29,739). Live or delayed coverage of 12 matches was made available to a pan-European TV audience by Eurosport.

European Women's Under-17 Championship

There were two champions during the 2011/12 administrative year. The first title of the year was decided on 31 July 2011, when an added-time goal gave Spain a 1-0 victory over France



and allowed them to lift the trophy for a second successive year. A record 44 associations entered the 2011/12 competition, with the first qualifying round played in October 2011 and the second in March/April 2012.

For the fifth time, four teams competed for the 2012 title in a knockout tournament staged at the Colovray stadium in UEFA's headquarters complex in Nyon. As usual, the proximity allowed UEFA staff to play a variety of roles in the running of the tournament. The emphasis was on creating a festive grassroots atmosphere. Tickets for the four games were distributed free of charge, with the matches attracting a cumulative audience of 3,300 spectators, among them a large number from nearby France. They came close to seeing their team take the title. The French team took the lead in the final, only for Germany to come back to 1-1 and emerge as 4-3 winners in the penalty shoot-out. Another shoot-out allowed Denmark to take third place – at the expense of the debutantes from Switzerland – after a goalless draw.

The four matches were played during EURO 2012. The semi-finals, played on Tuesday 26 June, were scheduled for 11.00 and 15.00,

while the bronze-medal match and the final kicked off at 11.00 and 14.30 on Friday 29 June. Both dates were selected to coincide with rest days at EURO 2012 and the two matches on the Friday were televised live by Eurosport to a pan-European audience. The objective, however, was to maximise the regional impact of the final tournament and to use it as a promotional tool for grassroots football via training sessions, skills stations and small-sided matches, with Swiss internationals Ramona Bachmann and Pascal Zuberbühler acting as event ambassador and special guest respectively.

Club competitions

The 2011/12 campaign was fast out of the blocks, with 411 matches already played by the end of August 2011: 88 in the UEFA Champions League, 48 in the UEFA Women's Champions League, and 275 in the UEFA Europa League. The matches were preceded by draw ceremonies – televised live in the case of the play-off rounds – at UEFA's headquarters in Nyon, involving 54 clubs in UEFA Champions League qualifiers and 176 in the UEFA Europa League. All this converted the summer months into a peak period in terms of assigning delegates and match officials and in registering squad lists for the new season – a procedure which was streamlined by allowing clubs to enter data directly into UEFA's FAME system.

A series of site visits and workshops were conducted in Munich and Bucharest – the venues for the two major club competition finals but, in addition to the usual annual workload, the 2011/12 season featured intensive planning for the 2012–15 three-year cycle of UEFA's club competitions, in which budgets and operational issues were to be taken over on an in-house basis instead of entrusting them to an outside agency. However, TEAM Marketing continued to work intensively on the sale of media rights for the new cycle. Preparations for the new

cycle included the finalisation of new brand identities and brand manuals for the two main competitions, along with on-air sequences for broadcast partners. For the first time, competition regulations were established for the full three-year period, as opposed to a single season. A number of workshops and demonstrations were organised with a view to familiarising stakeholders with the possibilities offered by the imminent deployment of LED advertising boards at UEFA Champions League venues for the knockout stage.

In November 2011, an ad hoc working group started to pursue the proposal of organising a European youth club competition. After meetings with club, league and national association representatives, a concrete project was presented.

UEFA Champions League

The 20th season of UEFA Champions League football featured 17 clubs who had not competed in the previous season, among them five newcomers to the competition. Teams from 18 national associations went into the group stage draw in Monaco. At the eleventh hour, Turkish club Fenerbahçe SK was withdrawn by the Turkish Football Federation and replaced by Trabzonspor AŞ, given the previous involvement of Fenerbahçe SK in match-fixing issues. As if to highlight the broad horizons of the competition, four clubs went on to reach the knockout rounds for the first time, and the quarter-finals featured teams from seven different national associations.

During the season, draw ceremonies featured Paul Breitner, invited by UEFA to act as ambassador for the final in Munich. He was present when the trophy was handed by the UEFA President to the mayor of the Bavarian capital, Christian Ude, at a high-profile handover ceremony, after which the trophy embarked on its final tour of the season – to 11 venues in and

around Munich. The demand for tickets had been extremely high (230,000 requests for the first 7,000 to be put on sale) and hospitality packages were sold out two months ahead of the deadline.

The successful trophy tour concept was extended into a third season, in which the focus was on eastern Europe. St Petersburg, Moscow, Kyiv, Donetsk and Belgrade were the venues in autumn 2011, when almost 100,000 people went to see the trophy. Ruud Gullit was one of the ambassadors who took part in the tour and he played the same role when, in early 2012, the trophy tour visited Mexico, Kenya, Tanzania and China. A pioneering UEFA Champions League store was opened in Tokyo on

30 August 2011 and, on the subject of official merchandising, some new licensing categories were created for the 2012–15 three-year cycle.

The third UEFA Champions League final to be played on a Saturday was disputed in the magnificent Fußball Arena München, where 62,500 spectators witnessed drama which extended late into the night. Chelsea FC ultimately took the title for the first time at the expense of FC Bayern München. After a 1-1 scoreline which remained unaltered during extra time, the London club beat the German side 4-3 in a penalty shoot-out. The match was watched by a record-breaking global audience of over 165 million viewers.



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UEFA Europa League



As in the previous season, when Portugal provided three of the semi-finalists, the 2011/12 campaign had a strong Iberian accent. Spain imitated their neighbours by providing three of the last four and the two teams which took the field for the first club final to be played in Bucharest. It was the ninth one-country final since the competition was founded as the UEFA Cup. On the other hand, clubs from 24 national associations took part in the group stage and from 15 in the knockout rounds, which featured 12 former winners of UEFA club competitions. The presence of high-profile clubs was an influential factor in high TV viewing figures, and stadium attendance figures registered significant increases in relation to previous seasons, reaching 80% of stadium capacities in the round of 16. In the meantime, agreements were being concluded with two new sponsors for the 2012–15 three-year cycle.

Draws were staged in conjunction with the UEFA Champions League and featured Miodrag Belodedici (the first player to be champion of Europe with two different clubs) as ambassador for the Bucharest final. Ticket sales in Romania for the final began on 28 November 2011 (three days after the official launch of the event design and ticketing procedures) and the full quota of 20,000 tickets was sold out within 48 hours.

The trophy was handed by the UEFA President to the mayor of Bucharest, Sorin Oprescu, at a high-profile event in the National Arena, Romania's first elite-standard venue. The silverware was displayed at ten locations in the capital prior to the final, in which Club Atlético de Madrid, before 52,347 spectators and a TV audience of 50 million, defeated Athletic Club 3-0 to lift the trophy for the second time in three seasons.

UEFA Super Cup 2011

For the third time, the match at the Stade Louis II in Monaco was included in the UEFA Champions League centrally marketed package which, once again, generated very healthy viewing figures for FC Barcelona's 2-0 victory over FC Porto. The first goal was scored by Lionel Messi who, on the previous day, had received the UEFA Best Player in Europe Award from the UEFA President. The FC Barcelona player finished ahead of team-mate Xavi Hernández and Real Madrid CF's Cristiano Ronaldo in the voting for the newly established award.

The other elements at one of UEFA's largest annual events consisted of a number of workshops and meetings involving clubs, broadcasters and commercial partners, with a kick-off party for over 600 guests at the Sporting Club in Monte Carlo launching the new season in style.

However, the future of the competition had already been discussed by the UEFA Club Competitions Committee, with debate leading to the Executive Committee's decision to separate the annual fixture from the season kick-off events and to stage the 2013 UEFA Super Cup in Prague.

UEFA Women's Champions League

A record number of 54 clubs from 46 national associations were on the starting grid for the third edition of the competition. After a 32-team qualifying round based on mini-tournaments, the draws for the first two knock-out rounds were staged on 23 August 2011 and were followed by a club workshop which focused on the main promotional areas: sponsorship, branding and media. A second workshop was organised on 17 November to coincide with the draws for the quarter-finals and semi-finals.

The competitions division and the events unit conducted a series of site visits to Munich,

where the final was to be the first football match to be staged at the Olympiastadion for six years. Many of the pre-event activities were carried out in conjunction with those attached to the men's final, including the ticket launch in March, when Steffi Jones teamed up with Paul Breitner in the ambassadorial role, and the cup handover ceremony, where the women's trophy was handed to Christine Strobl, Munich's deputy mayor and councillor for sport. The day of the final (17 May 2012) was declared Women's Day, featuring a varied programme of activities in the Olympiapark, with Steffi Jones making history by answering questions from fans all over the world via a webcam system. The quality of the promotional campaign exerted a direct effect on the huge interest shown in the 2012 final.

After intensely competitive knockout rounds, defending champions Olympique Lyonnais took on Germany's 1. FFC Frankfurt and a 2-0 win allowed the French club to successfully defend the title. The final in Munich not only broke the competition record but also set a modern-day women's club-football record with



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an attendance of 50,212. The growing popularity of the competition was highlighted by a TV audience of 3.5 million.

Days before the end of the administrative year, the draw for the 32-team qualifying round of the 2012/13 season was staged in Nyon with, once again, 54 clubs from 46 national associations on the starting grid.

UEFA Futsal Cup

The field of 48 starters featured 14 debutants – and one of them took the 2011/12 title. Draws for the three qualifying rounds, all played in mini-tournament format, took place in Nyon. However, debutants FC Barcelona made it through to the final four and were appointed to host the final tournament. The draw for the semi-finals was made during the half-time interval of the UEFA Champions League quarter-final between FC Barcelona and AC Milan, with Spanish inter-

national striker David Villa taking part in a ceremony conducted before 94,629 spectators. Unusually, the hosts requested permission to stage the final tournament some 180km inland, in Lleida, one of the other three Catalan capitals. The tournament was an outstanding success in playing and organisational terms, with 17,000 spectators watching the games played on 27 and 29 April 2012, compared with 12,500 in the previous year. In a spectacular final, FC Barcelona won the title for the first time, defeating MFK Dinamo Moskva 3-1.

The eve of the UEFA Champions League final in Munich was declared Futsal Day by UEFA, the Champions Festival at the Olympiapark providing the setting for futsal activities, ranging from a 12-metre 'legacy wall' to skills clinics involving Portugal's Ricardinho, one of the world's top futsal players. The event promoted the acquisition of football skills via futsal.



Match operations

The 2011/12 campaign heralded structural and logistical changes. Activities in the field of stadium and security operations were transferred to the match operations unit in the competitions division, which had taken over responsibility for venue operations at UEFA's club competition matches. The centralisation immediately paid dividends in terms of consolidating information derived from site inspections or reports from match delegates and security officers. Online reporting processes were developed and fine-tuned, which further added to the efficiency of match operations and information management. The new structure also offers greater venue support and control.

The policy of in-house recruitment of venue directors, managers and coordinators for UEFA matches was intensified. The staff pool for on-site roles at UEFA Champions League and UEFA Europa League matches was created as a result of cooperation between human resources, and the competitions and operations divisions. As part of a training programme based on various modules, the TV production unit arranged for a TV outside broadcast van to visit Colovray Stadium on the UEFA campus, which provided first-hand experience of camera installations and TV operations.

During the 2011/12 season, the 79 new UEFA delegates who had been appointed in June 2011 took part in seminars and the vast majority made their debuts after initially supporting an experienced UEFA delegate or completing an assignment with the support of a mentor.

The major innovation, however, was the creation of a match command centre in the new Bois-Bougy building at UEFA's headquarters. The state-of-the-art unit with full-fibre connectivity provides visual coverage of all match venues and was successfully tested when the UEFA

Champions League semi-finals were played in April 2012. The centre, operated by the UEFA units involved in match delivery, offers unprecedented support to venue teams, permits in-depth monitoring of preparations and delivery, and allows UEFA to react immediately to major issues or to pre-empt them.

Stadium and security matters



In the 2011/12 season, the stadium and security unit aligned its activities with match operations, which facilitated a number of procedures, such as the deployment of security officers at UEFA matches. Much of the campaign was dedicated to the designing and monitoring of security arrangements at UEFA EURO 2012 and the major club competition finals in Bucharest and Munich. Prior to the final tournament in Poland and Ukraine, two-day events using integrated multimedia training tools were staged for police and stadium management teams in both host countries.

Seminars at which UEFA's safety and security strategy was explained in detail were staged in specific countries at the request of the national associations. Various working meetings were held in conjunction with an EU expert group on safety and security and a working programme for the 2011–13 period is currently being implemented. The unit worked alongside safety and security experts from the EU and the Council of

Europe to design specific programmes for Serbia and Croatia. The result was a UEFA-supported training programme for police, stadium managers and stewards.

The unit was also involved in the creation of Access for All, the UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience, which was launched at the CAFE (Centre for Access to Football in Europe) conference held in London. The aim is to promote optimal facilities for disabled supporters at football matches.

At UEFA EURO 2012, 27,828 stewards, 6,145 police officers and 5,146 other security personnel were deployed. Ahead of the new club competition season, 90 stadium inspections were completed in 33 national associations.

Grassroots football

The successful policy of linking grassroots activities with UEFA's benchmark competitions was

extended into the 2011/12 season. After trophy tours had featured grassroots activities, the season reached its climax in Munich, where a wide range of grassroots activities led up to the UEFA Champions League final. The Olympiapark surrounding the Olympiastadion (the venue for the UEFA Women's Champions League final) was converted into an extensive Champions Festival which attracted over 200,000 visitors. Access was free of charge and fans of all ages were invited to take part in skills clinics or spontaneous matches, to visit the Museum of Champions and the Theatre of Champions, to watch the Young Champions finals or to see former stars such as Christian Karembeu, Jay Jay Okocha, Cafú and Steve McManaman enjoying some fun football. The Ultimate Champions match was, for the first time, played in a proper stadium and attracted 12,000 spectators. The game between former top players was televised live by SAT1.

The Champions Festival provided the epicentre of the third UEFA Grassroots Day on Wednesday 16 May. This, once again, triggered a spectrum



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of grassroots events across the whole continent. UEFA.com featured a dedicated UEFA Grassroots Day portal and presented "Top Trumps" – a themed card game for children based on general knowledge and football trivia. UEFA grassroots awards were again presented to the best leaders, projects and clubs.

UEFA continued the recent tradition of offering a maxi-pitch to the host associations of the major finals. The German FA received a pitch on Demleitnerstrasse in the south of the city while, prior to the UEFA Europa League final in Bucharest, the UEFA President handed over a maxi-pitch in District 2 to the Romanian Football Federation.

UEFA's Grassroots Charter evolved even further during the 2011/12 season, with San Marino, Kazakhstan and Montenegro joining the list of signatories and, at the end of the campaign, Bulgaria proposed for one-star membership. Other associations added extra stars or successfully negotiated re-evaluation processes conducted by UEFA. The UEFA Grassroots Charter has successfully acted as a lever for national associations to acknowledge the importance of the grassroots game within the sport and within society.

Solidarity and support for national associations

The first-ever strategy meeting, staged in Cyprus in September 2011, involved representatives of all 53 national associations and provided invaluable feedback on how UEFA can best support its members. It also reinforced the conviction that cooperation and interaction between member associations are essential to the continuing welfare of European football. A number of UEFA-driven projects set out to promote growth and quality enhancement during the 2011/12 administrative year.

HatTrick

Since its inception in 2004, the HatTrick programme has evolved into a solidarity and support "greenhouse" in the shelter of which other programmes, such as the Knowledge and Information Sharing Scenario (KISS) meetings or the women's football development programme (WFDP) are nurtured. The 2011/12 campaign marked the last season of the HatTrick II cycle and the transition into the HatTrick III programme designed to carry through to 2016. Regulations for the new cycle were published and distributed, along with the UEFA Guide to Quality Stadiums.

The response by national associations to the launch of the WFDP was so positive that, in the light of the number of applications for HatTrick funding, the second pilot phase of the programme was enlarged ten-fold. Funding applications from all 53 member associations were processed – 72% of them for grassroots projects.

Top Executive Programme



The key focus of the Top Executive Programme was on the UEFA strategy meeting held in Cyprus on 20/21 September 2011 and dealt with in the Report of the President and Executive Committee. The meeting generated a variety of follow-up actions and projects, culminating in the delivery of nine tangible results and a further nine ongoing projects at the 2012 UEFA Congress in Istanbul, notably the "week of football". The Top Executive

Programme also played an important role in the development of the pilot Women's BeNe League – a pioneering cross-border competition.

Academic programmes

During the season, important innovations were introduced into the KISS educational projects, including the launch, on 14 February 2012, of a new online platform via which best-practice principles in football management can be made available to the widest possible audience in user-friendly format.

At the beginning of the campaign, the second edition of the UEFA Certificate in Football Management and the first UEFA Diploma in Football Management courses were launched in Lausanne, and 73 students from 42 national associations successfully graduated at a ceremony at the House of European Football on 11 May 2012.

The first edition of the Executive Master in European Sport Governance (MESGO), run by UEFA in partnership with five other European team-sport federations, continued with the seventh of its nine chapters in the German cities of Mainz and Frankfurt in October 2011, when the ethical challenges faced by sports bodies provided the core element. The eighth, in New York, focused on the models for sport in North America. And the ninth and last was at UEFA's headquarters, with a graduation ceremony on the final day. The pioneering course had started in the previous season and had run over a timespan of 20 months.

In July 2011, a pioneering UEFA KISS awards project was launched by the marketing division of UEFA Events SA. The aim was to encourage national associations to implement the principles outlined during the various KISS marketing workshops staged during the campaign, and to recognise the most successful marketing initiatives by offering UEFA awards. After

scrutiny of 41 nominations from 23 countries, these were presented to the associations of Denmark, England, France, Poland, Sweden and Wales.

Also under the KISS umbrella, 230 university students in Poland and Ukraine were selected for the UEFA EURO 2012 host broadcast talent programme covering TV and video production, host broadcasting logistics and broadcaster servicing. The successful participants were offered opportunities to gain first-hand experience during the final round of the European Football Championship.

A variety of workshops were also organised, starting with a youth and grassroots marketing event in Wales in September 2011, attended by 55 participants from 32 national associations. This was followed by workshops dedicated to supporter liaison officers, media training, digital media, event and media operations, legal services, quality support systems, stadium management, and club development in women's football – the latter attended by ten member associations.

The success of the UEFA Research Grant Programme was reflected in a record 63 applications. Research grants were awarded to five applicants.

Study Group Scheme

The fourth season of the scheme involved some 1,800 technicians, who took part in seminars dedicated to grassroots football, elite youth football, coach education and women's football. During the campaign, pilot courses aimed at goalkeeper coach educators were added to the curriculum and preparation work was concluded with regard to the scheme which was originally scheduled to conclude in 2012 but, on account of its success, has been extended into a second cycle. Preparations for 53 seminars during the 2012/13 campaign were finalised.



Coaching

The first event of the season was the 13th annual Elite Club Coaches Forum, staged in Nyon in early September 2011 and attended by coaches from 18 of Europe's leading clubs, who discussed the main issues related to the elite end of the game. Three weeks later, coach education directors and technical directors from all 53 national associations gathered in Prague for the 9th UEFA Coach Education Workshop, where the core theme was "Coaching Coaches in 2011" and the objective was to identify best practices and to ensure that coach education evolves in line with trends and future developments in the coaching profession. The 19th Course for Coach Educators was staged at the Royal Belgian Football Association's national training centre near Brussels in April 2012 and focused on comprehensively preparing the coaches of the future for the realities of their chosen profession.

During the 2011/12 campaign, following two pilot events staged during the previous season, UEFA's coach education exchange scheme made its official debut with a quartet of four-day events staged at the UEFA campus in Nyon. Each of them involved Pro licence students from either three or four national associations, who were able to add an international dimension and UEFA technical input to the courses organised by their national associations.

In October 2011, in cooperation with the European Union, UEFA hosted a ten-day workshop for Chinese youth coaches as part of the EU-China Year of Youth project. Forty male and female coaches of Chinese youth teams were involved in knowledge-sharing and practical sessions, with participation by experts from European national associations.

Good governance

Good governance projects

UEFA and its fellow stakeholders in European football underlined a firm commitment to good governance principles, particularly taking into account the volatility of the economic situation in many sectors of the continent. UEFA's determination to protect the integrity of the game translated into a demanding workload which was, in great part, shared between the executive office and the legal affairs division. Lobbying activities at EU level were conducted with regard to the definition of "sports fraud" and organisers' rights in the context of betting, and UEFA drew up a response to the European Commission's green paper regarding online gambling. Early in 2012, the European Parliament adopted a resolution on good corporate governance which gave full backing to UEFA's financial fair play initiatives

Furthermore, all 53 UEFA member associations contributed to good governance in football via 56 good governance projects in the 2011/12 season (at least one per national association). Most were related to the transparency and effectiveness and efficiency domains. UEFA supported these initiatives via an incentive scheme under the Top Executive Programme, with a UEFA good governance "menu-card", based on five key principles aimed at promoting credible, legitimate and sustainable national associations.

Club licensing and financial fair play

The 2011/12 campaign opened with an important three-day workshop in Athens, where licensing experts conducted an in-depth review of the club licensing regulations, the decisions taken thus far, implementation issues, and the work being done by the Club Financial Control Panel. In the meantime, data related to 2010 were being analysed for the compilation of the new European Club Licensing Benchmarking Report, which was published in January 2012 at a well-attended media event. In October 2011, a bulletin had been published reviewing the activities of the panel since its inception in 2009. Compliance visits were completed between September 2011 and March 2012 while, after a tendering process, independent auditors were appointed for the provision of services within the frameworks of club licensing and financial fair play.

Three in-depth training workshops were staged in Nyon to present the IT tools which clubs qualifying for UEFA competitions would be using to submit their financial fair play data. A tool kit was created, allowing clubs and licensors to comply with financial fair play requirements.

By May 2012, a total of 581 clubs had applied for a UEFA licence, of which 497 were granted and the other 84 rejected by national licensing bodies. Four of those 84 had qualified for a UEFA competition on the field of play but were excluded for failing to fulfil licensing criteria. Two other clubs were also barred, even though their national association had issued a licence.

Sporting integrity

The vital importance of campaigning against match-fixing was highlighted by cases which came to light during the season. Two clubs (Fenerbahçe SK and Olympiacos Volou FC) were excluded from UEFA competitions on the basis of match-fixing investigations, while the monitoring of 29,000 UEFA and national association top-competition matches was conducted and analysed in conjunction with the national integrity officers.

An inaugural seminar for the integrity officers, involving almost all national associations, was staged in Nyon in September 2011. Educational sessions emphasising the dangers posed by match-fixing were conducted on a team-by-team basis at the final tournaments of all UEFA youth development competitions, and further match-fixing prevention meetings were staged at a number of European venues.



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Football regulation

Refereeing

The summer of 2011 was a peak period for the appointment of match officials and referee observers, with UEFA's refereeing officers staging five meetings to do so. At the end of August, 99 referees gathered at the UEFA campus in Nyon for the annual summer course, with a view to preparing them physically and technically for the new season. The annual winter course for top referees and those who were new additions to the FIFA list was staged in the southern Turkish city of Antalya in the January/February period.

In December, a squad of 12 referees was selected for EURO 2012, with the refereeing officers then finalising the quintets who would officiate at the final tournament. A total of 80 match

officials (including reserves) then met in Warsaw at the end of April for a pre-event workshop in which specific coaching was offered to assistant referees and additional assistant referees. During the final tournament, one of the innovations was that an assistant referee specialist took part in post-match video debriefings along with referee observers and Referees Committee members. The performances of the referee teams during the tournament were viewed as outstanding with, notably, an extremely high rate of accuracy in tight offside decisions. The tournament in Poland and Ukraine also brought to a successful conclusion UEFA's experimentation with additional assistant referees, whose positive contributions were acknowledged and subsequently endorsed by the International Football Association Board and written into the Laws of the Game.



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Arrangements were made to film a video illustrating the contribution of the additional assistant referees, which – thanks also to the taping of dialogue between match officials – was to prove valuable in subsequent events involving national associations, coaches and media. This was in addition to a DVD produced in conjunction with the UEFA TV production unit which was subsequently distributed for educational purposes to all member associations. Each of the 16 teams at EURO 2012 was given a pre-tournament briefing by members of the UEFA Referees Committee, and there was widespread praise for the behaviour of the teams and the quality of refereeing in Poland and Ukraine.

In October and November 2011, the first two refresher courses were staged in Vienna and Munich, where some 60 referee observers received further guidance on assessment parameters with a view to attaining maximum consistency in reporting. A third was then staged in Copenhagen at the end of February.

The three annual FIFA/UEFA referee assistance programme courses for technical and fitness instructors were staged back-to-back in Barcelona in March 2012.

Throughout the season, the Colovray sports centre on the UEFA campus was the scenario UEFA used for a series of CORE (Centre of Refereeing Excellence) courses for national referees and assistant referees, for fitness tests and practical exercises during UEFA courses for elite international referees, for talents and mentors, and for women referees. At the end of the campaign, the organisational transfer of the CORE facility to the refereeing unit within the competitions division was completed.

In December 2011, a fifth UEFA course for futsal referees in Prague involved a blend of new and experienced international referees and served as a preparatory event for the 16 match officials appointed for the Futsal EURO 2012 in Croatia.

A working group of the Referee Convention Panel held a series of meetings to finalise the 2012–16 version of the convention, which was submitted to the Executive Committee in June.

Medical matters

Much of the campaign was dedicated to designing, checking and implementing a full range of medical infrastructures for teams and public at UEFA EURO 2012. Procedures for the final tournament (including doping controls) were presented to the finalists' team doctors at a workshop in Warsaw in March 2012, when the doctors were asked to sign a charter and confirm their teams' commitment to UEFA's medical and anti-doping principles. At the final tournament, pre-match inspections were conducted at each venue to ensure that UEFA's exacting standards were being met.

In February 2012, a first-ever UEFA football doctors' education workshop was staged in Vienna, where doctors from 50 member associations received training on emergency life-saving techniques and reviewed the role of the modern football doctor. The four-day event also taught participants how to cascade the education after the workshop by staging national workshops for colleagues within their own territory.

Under guidance from the UEFA Medical Committee, minimum medical provision requirements for UEFA competition matches (ambulances, pitchside medical staff and equipment, a fully equipped medical room, etc.) were established and inserted into standard pre-match checklists with the aim of ensuring that life-threatening injuries could be properly handled at all UEFA matches. They have since become mandatory at all UEFA fixtures.

Doping controls

The annual UEFA anti-doping programme continued, with 1,485 tests conducted in-competition across all competitions and 456 conducted out-of-competition in the UEFA Champions League. All 32 teams participating in the UEFA Champions League were visited out of competition at least once during the season. With the updated UEFA out-of-competition whereabouts programme entering its



second season, teams were assisted by a detailed Whereabouts Guide published in UEFA's three official languages. The guide aims to set out in simple terms the various procedures and the responsibilities of teams and players.

During UEFA EURO 2012 in Poland and Ukraine, a comprehensive anti-doping operation was implemented, including pre-event out-of-competition controls during which each of the 16 finalists was tested at least once. Specific site visits were made in advance to all eight UEFA EURO 2012 venues to check doping control facilities, and considerable work was undertaken to prepare the World Anti-Doping Agency-accredited laboratory in Warsaw to undertake sample analysis according to the advanced analytical menu required by UEFA. All matches during the tournament were subject to doping controls, with two players

from each team being tested. All samples from the pre-tournament out-of-competition programme and the in-competition programme were returned negative.

Respect

Launched prior to UEFA EURO 2008, the Respect campaign completed its fourth season as a firmly established element at all UEFA events. During the 2011/12 reporting period, new branding was created for use at UEFA EURO 2012 and beyond. In addition to the perimeter boards at matches, the new image was implemented in printed publications, TV material and on UEFA.com. A new TV spot was filmed and edited in early 2012 and widely screened prior to and during UEFA EURO 2012. In advance of the final tournament, UEFA prepared and delivered a number of social responsibility projects in Poland and Ukraine under the Respect banner, including a pre-event FARE (Football Against Racism in Europe) media conference in Warsaw.

A EURO-specific Respect campaign was launched by the UEFA President, Michel Platini, with Respect ambassadors Pierluigi Collina and Clarence Seedorf. The sporting act of exchanging jerseys was adopted as the core theme of the campaign, with a 30-second TV spot featuring big names in sport broadcast in all European territories during the half-time interval of each match, as well as being screened in fan zones and on giant screens in stadiums. A dedicated exchangeyourjersey.com website was created in nine languages, encouraging fans to create jersey exchange chains and invite friends to join. A print campaign was launched in host cities with visuals of Respect ambassadors exchanging their jerseys.

UEFA offered significant financial support to campaigns grouped under four headings:



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Respect Diversity, Respect Fan Culture, Respect Inclusion and Respect Your Health. The Respect Diversity project was implemented in conjunction with the FARE network and its local partner in Poland, the Never Again Association. Over 80,000 police officers and stewards in Poland and Ukraine received anti-discrimination training to help identify and prevent discriminatory chants, symbols and behaviour.

As part of the Respect Fan Culture project co-organised with Football Supporters Europe (FSE), fan embassies were set up in the eight host cities, and supporters from participating countries also had mobile embassies which moved with them from venue to venue. UEFA worked with CAFE (Centre for Access to Football in Europe) on the Respect Inclusion – Football with No Limits project, which included showcase games run by Special Olympics Europe Eurasia (SOEE) in Poland and the national sports committee for disabled people in Ukraine. Disabled people demonstrated their

skills in football matches before each quarter-final game. The Respect Your Health – Euro-schools 2012 project was coordinated by UEFA's partner streetfootballworld and promoted healthy lifestyles among children and their families, with a focus on smoking prevention, healthy diet, moderation in alcohol consumption, and encouraging physical activity.

As has become a tradition in recent seasons, UEFA collaborated strongly with FARE's action weeks in October 2011. At 40 high-profile UEFA Champions League and UEFA Europa League matches, the players were escorted on to the pitch by children wearing Unite Against Racism T-shirts, team captains responded positively to the invitation to wear Unite Against Racism armbands, and messages were transmitted via giant screens and public address systems.

Respect branding was also highlighted when UEFA's annual Respect fair play rankings were

revealed at the end of the 2011/12 season in which, based on fair-play performance throughout the season, Norway, Finland and the Netherlands earned the right to additional places in the UEFA Europa League after occupying the top three places.

Communications

The 2011/12 season was one of intense activity on a wide range of fronts. Although the communications set-up was redesigned immediately after the UEFA EURO 2012 final in Kyiv, work during the season was conducted under the existing structure and shared among four units: media relations and corporate PR, online and publishing, TV production and digital media. During a season of multiple event-related projects, planning for the centralisation of club competition TV services was also a major item, with precise splits of responsibilities between TV production, TEAM Marketing and UEFA Events SA needing to be defined before the project could be implemented.

Media relations and corporate PR

The high-profile UEFA Best Player in Europe Award was successfully launched in August 2011, and a media briefing took place involving the UEFA President and UEFA's chief refereeing officer, Pierluigi Collina. Other high-profile media events included draw ceremonies, trophy

tours, cup handovers and, less positively, disciplinary cases. During the season, the UEFA corporate values project was significantly advanced, initially via internal workshops at senior management level. Communication strategies were developed for KISS projects and for the women's football development programme, along with a corporate approach to the various social responsibility projects attached to UEFA EURO 2012. Under the KISS umbrella, a media officers' workshop was staged and run by the media operations team in Athens during November 2011.

The media operations team also appointed UEFA media officers for all events and was responsible for designing media facilities at the two major club competition finals and the UEFA Super Cup. Media arrangements for UEFA EURO 2012 were handled by UEFA Events SA. The media accreditations unit successfully negotiated the peak period when applications for UEFA EURO 2012 and the club competition finals needed to be dealt with at the same time.

The newly formed corporate communications unit became fully operational during the 2011/12 season, its immediate tasks being to define core values, to assess UEFA's brand and media position and to enhance internal communication via UEFA's intranet.

Online and publishing

UEFA.com and UEFA-direct recorded all the organisation's activities throughout the season, with a cross-division working group continuing to coordinate UEFA's editorial output. In addition to traditional publications such as statistics handbooks, tournament programmes, technical reports, results booklets, the UEFA diary and tournament reviews, the workload also featured specialised items, such as the UEFA Supporter Liaison Officer Handbook, the UEFA Guide to Quality Stadiums and the UEFA Coaching Convention. Official tournament preview and



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tournament programmes were published for EURO 2012, along with a stand-alone programme in English and Ukrainian for the final in Kyiv. In total, 33 publications were distributed in connection with the tournament in Poland and Ukraine.

The promotion of women's football was enhanced by the launch of a dedicated section in seven languages on UEFA.com during the autumn, when another major innovation was the introduction of the DrawCentre application, featuring editors using Twitter in various languages – a social communication tool which successfully remained open throughout UEFA EURO 2012.

The UEFA.com Team of the Year was announced to coincide with an issue of Champions magazine – a publication which was the subject of a strategy review during the season with a view to relaunching for the start of the 2012–15 cycle.

For UEFA EURO 2012, a number of new applications were launched on UEFA.com and templates were changed to accommodate enhanced commercial and editorial content. Extensive interviews were conducted with all the finalists' coaches and key players and, during the final tournament, these were integrated into exhaustive round-the-clock coverage of the sporting, political, commercial and social aspects of the event. A total of 347 videos were published on the site's English pages during the final tournament, including footage from 125 interviews, in addition to 1,282 files in all 12 UEFA.com languages.

TV production

Although UEFA EURO 2012 was the principal item on the agenda, several other major projects were conducted, starting with TV coverage of the European Under-19 Championship final tournament in Romania, the host broadcasting of all the events staged in Monaco at the end of

August 2011 and the finals of the UEFA Futsal Cup, the Under-17 Championship, the UEFA Women's Champions League and the European Women's Under-17 Championship, which coincided with EURO 2012. The TV production unit also led the delivery of TV services for the UEFA Champions League and UEFA Europa League finals, and a workshop was staged in Vienna in June for the new broadcasters who were coming on board for the 2012–15 cycle.

Early in the season, the TV match directors who had been selected for UEFA EURO 2012 met for an initial workshop in Nyon, as the recruitment of their production teams was being completed. At their final pre-event workshop, the directors assisted in the completion of an "understanding the game" brief which sets out camera positions and movements. Outside broadcast van suppliers and the providers of special cameras, wireless and aerial systems, technical operation centres and cabling also participated in technical tours of the venues. Production of the TV magazine show got into top gear and the first full show was distributed to broadcast partners shortly after the final draw in December 2011. The broadcasting of the major event in Kyiv was successfully delivered, along with a large number of unilateral services provided to broadcast partners, who met in Kyiv for their second preparatory workshop.

Construction of the international broadcast centre (IBC) commenced in March on the EXPO XXI site in Warsaw. The IBC provided 14,000m² of space for all multilateral productions, telecommunications, ICT areas and sectors booked by 44 broadcasters. For the second time, UEFA acted as host broadcaster for the whole tournament and introduced further innovations, such as the fan and reaction channel, featuring images from a wireless handheld roaming camera in the crowd, two reverse cameras in the corners, live coverage of press conferences and interviews on the days before matches, and a new range of live feeds which were offered to broadcasters. Knockout matches



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featured super-slow-motion images from a Q-ball camera behind goals, and the final was the first to be transmitted in 3D.

As host broadcaster, UEFA supplied a wealth of additional material and, with 20 camera crews on the road, was able to provide broadcasters with unprecedented amounts of raw or packaged material. Over 1,000 items were published via the Livex system, which allows as many as ten feeds to be simultaneously recorded and made available to broadcasters, in addition to 1,400 hours of live feed content, 1,700 clips and 1,200 items via the new Livex radio system.

A contract with the European Broadcasting Union (EBU) ensured worldwide distribution via satellite of images from all UEFA competitions, along with the provision of fibre connections to the UEFA match command centre, which the unit helped to design and became operational in April 2012. During the campaign, the unit also completed 253 production projects involving visual material for internal and external consumption.

As mentioned below, there were significant advances in terms of digital media, with EURO 2012 achieving new standards in terms of digital delivery for UEFA broadcast partners. A highlight of the digital media area for broadcasters was the introduction of a tablet application that was directly connected to the host broadcast live production workflow. This first use of the C-Cast application allowed broadcast partners to offer their customers the possibility to watch different camera angles and replays through the app. This project received an award from the SVG Europe at IBC Amsterdam 2012 for excellence in technology information.

Digital and social media

Android and iPhone mobile services, launched during the previous season, continued to pass milestones in terms of users (over 5 million downloads by the end of the exercise) and acceptance among broadcast partners keen to add this service to their coverage of UEFA EURO 2012 and club competition matches.

The Legacy project was officially launched, making over 10,000 hours of content available internally. The video archives of UEFA's competitions, stored in Geneva, can be rapidly located and retrieved in Nyon in broadcast quality. Training sessions were organised so that UEFA staff could familiarise themselves with the new facility.

Following an important agreement, some 110,000 illegal videos were removed from the YouTube website and a free UEFA.com video channel was launched on the platform. Multiple competition channels were launched on Facebook. An official UEFA EURO 2012 mobile phone and broadband app was launched in 14 languages in conjunction with tournament sponsor Orange. A UEFA live results access route was created on Google search indexes, while an agreement with another social media platform, Foursquare, opened routes for users to follow the UEFA social media editorial teams at UEFA venues. During the final tournament, there were 5 million downloads of UEFA EURO 2012 apps in 129 territories, 750,000 fans went to the official Facebook page and 142,500 to the Twitter feed. The final in Kyiv generated 16.5 million tweets, peaking at 15,358 per second when Spain scored their fourth goal.

Legal, policy and financial issues

UEFA's legal services were heavily involved in many of the events and issues which feature throughout this publication, ranging from EU matters to disciplinary cases and participation in a broad spectrum of event, corporate and marketing projects. Following significant work by the legal affairs division, the European Parliament adopted a resolution on sport, with the Fisas report endorsing the key values of UEFA and its member associations. The division also finalised discussions on social dialogue, resulting in an autonomous agreement in which the minimum requirements with regard to players' contracts are clearly set out. Legal assessment

was provided in the drafting of new procedural rules for the UEFA Club Financial Control Body and for memorandums of understanding with sister confederations.

As mentioned in the sporting integrity section, betting-related fraud and match-fixing issues needed to be dealt with on firm legal foundations. At the same time, prevention talks and meetings were conducted at youth development tournaments and on various political planes, notably in Brussels, Berne and Strasbourg. Full support was given to UEFA's positions and reactions to a number of EU decisions and publications, and the division prepared a number of contacts with EU representatives, notably the UEFA President's meeting with two vice-presidents of the European Commission, where financial fair play and legal certainty with regard to match-fixing were the main topics. Members of the disciplinary services unit met with public prosecutors in charge of match-fixing investigations in four countries, and a seminar co-organised with the International Association of Prosecutors was held in Nyon in November 2011.

Club competition football generated a number of cases where rapid legal responses were required, including the increasing number of appeals to the CAS and one case which was taken to civil courts. During the 2011/12 campaign, the disciplinary services unit dealt with 627 cases, of which 44 were referred to the UEFA Appeals Body. The case involving FC Sion generated a substantial workload, not only within the legal division. The club competition unit was obliged to draw up contingency plans for the reinstatement of the club in the UEFA Europa League had UEFA been ordered to do so by the CAS; meetings with the clubs in that group were held, and an emergency meeting of the Club Competitions Committee was called. At the end of the 2011/12 campaign, some legal proceedings were still taking their course, and ultimately reached a highly successful outcome for UEFA.

The sports legal unit worked on the revision of the UEFA Statutes and the UEFA HatTrick Regulations, and legal support was given to a number of member associations with regard to the revision of their national statutes. The legal foundations were laid for the new UEFA youth club competition and counsel was offered on a variety of player registration issues.

The event and corporate legal services unit was engaged in finalising staging agreements for club and national team competitions. A number of matters related to UEFA EURO 2012 were addressed, such as customs, tax, permits, risk management and insurance cover in the two host countries, and these matters were discussed with teams and broadcasters at a workshop attached to the final draw. Ambush marketing and counterfeit goods generated legal responses by UEFA, with test cases successfully filed and important work done on data, intellectual property and consumer protection matters. The insurance framework for UEFA EURO 2012 provided the most comprehensive coverage ever put in place for a sporting event.

A kick-off meeting with the French ministry of finance was held with a view to determining tax positions for UEFA EURO 2016. The centralisation of the rights for the qualifying competition required a great deal of groundwork, including assessments of national associations' existing contractual arrangements, discussions with agencies and meetings with FIFA. Support was given to a number of associations regarding the sales of rights for their 2014 FIFA World Cup qualifiers. The legal platforms for sponsorship and construction agreements for UEFA competitions were built, including a myriad of contracts related to service providers at UEFA EURO 2012.

On the financial front, the important innovation during 2011/12 was the implementation of an SAP integrated finance and administration IT application. Following a major blueprint

exercise and implantation phase, a large amount of testing needed to be carried out prior to the inauguration of the new system, and the changes in the cost accounting set-up were presented to UEFA and UEFA Events SA users in a series of presentations before the migration took place on 3 October 2011. Early in 2012, further modules such as travel management and human resources also became operational.

The external audit related to the 2010/11 season was completed and the final account statements were distributed to member associations in September 2011. The annual financial report, to be presented to the UEFA Congress, was compiled. In December, work started on the 2012/13 budget proposal which was also submitted to the Congress.

During the 2011/12 accounting period, the turbulence in terms of currency exchange rates continued unabated, except for a brief lull early in 2012. Risk monitoring remained a major priority, and external experts were regularly consulted. Following discussions with the Financial Supervisory Group, further diversification measures were adopted.

An in-depth analysis of all financial aspects of the administrative year can be found in UEFA's 2011/12 financial report.

Social responsibility

UEFA's support for organisations and campaigns which aim to promote "football for all" concepts gained momentum during the 2011/12 season, when full use was made of UEFA EURO 2012 to highlight the social benefits of the sport.

The campaign kicked off with support for the Homeless World Cup played in Paris in August 2011, and for the Open Fun Football Schools



which were staged in the Caucasus and south-eastern Europe in the same month. As part of the season kick-off events in Monaco, the UEFA charity award was presented to the streetfootballworld organisation.

UEFA contributed to two events which took place in London during the autumn: the 2011 European Women and Sport conference and the CAFE (Centre for Access to Football in Europe) conference, where the aim was to improve access to sports events for disabled people. UEFA also participated in anti-discrimination seminars in Vienna and Brussels.

At UEFA EURO 2012, a wide variety of campaigns and activities were organised under the Respect banner, with UEFA contributing some €3 million to the costs. The most prominent were the showcase games played during half-time of the quarter-finals by disabled players in

the blind, deaf, cerebral palsy and intellectually disadvantaged categories. For the third time, UEFA supported anti-discrimination initiatives taken by the FARE (Football Against Racism in Europe) network and, for the first time, two independent FARE monitors attended each game – and reported 13 incidents during the 31 matches. Multi-ethnic football tournaments were organised and 40,000 fanzines were distributed containing clear social messages.

The Respect Your Health – Euroschools 2012 project was aimed at promoting a healthy lifestyle. A handbook was produced and the campaign was backed by an interactive website featuring the "Muuvit" online programme, which encouraged children to log their physical exercise activities. To implement the campaign to the greatest possible effect, a network of volunteer trainers was created and trained, and a series of sports activities were organised so that

they could transmit their healthy lifestyle messages. Children and parents were encouraged to take part, and over 40,000 children in Poland and 10,000 in Ukraine participated (114,500 when counting multiple attendance). Some 250 children from deprived areas in Poland and Ukraine (including the Chernobyl area) were invited by UEFA to attend games during the final tournament.

Support for the International Committee of the Red Cross's programme of rehabilitation for landmine victims in Afghanistan continued with the high-profile presentation of a €100,000 cheque to FC Barcelona midfielder Xavi Hernández prior to the start of the club's UEFA Champions League match against Bayer 04 Leverkusen at Camp Nou in Barcelona. Xavi had been elected captain of the UEFA.com Team of the Year, having obtained the most votes in the online poll.

Meetings were held during 2011/12 to plan ahead for the social responsibility projects which could be pegged to the UEFA Women's EURO 2013 to be played in Sweden.

Office administration

When the 2011/12 campaign got under way, one of the immediate priorities for the services division was to plan ahead for the insourcing of work previously executed by external personnel. Apart from an intensive recruitment process to fill vacancies at UEFA's headquarters, the human resources unit (HR) launched, in conjunction with the competitions division and the match operations unit, an internal programme aimed at preparing staff members to take over on-site functions as venue directors, managers and coordinators. In the meantime, another recruitment project was under way to ensure there were no shortfalls in host broadcast staffing at UEFA EURO 2012. HR also organised workshops aimed at ensuring that the 190 students recruited for the UEFA EURO 2012 host broad-

cast talent programme were properly trained for their tasks.

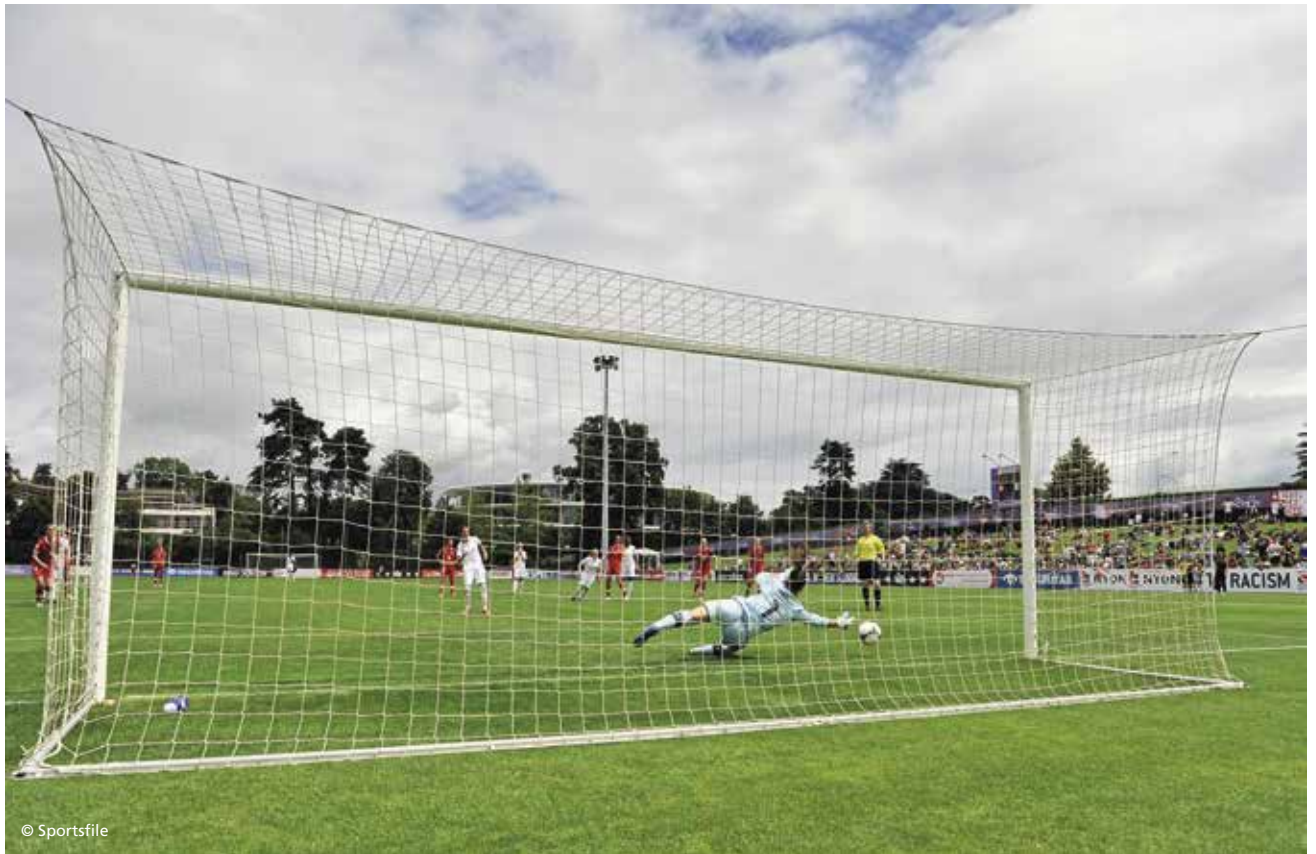
The 2011/12 season also marked the inauguration of the new Bois-Bougy building at UEFA's headquarters complex in Nyon. The UEFA President attended the topping-out ceremony in September 2011 and, in mid-March, the first occupants moved in, the facility management unit having efficiently coordinated all the transfer work.

Renovation work at the Villa Falaise was also completed during the campaign, while a new 60-seat conference facility became operational at La Clairière.

The first location for UEFA EURO 2016 offices was selected, renovated and refurbished ready for occupation in October 2011.

The Colovray sports complex in Nyon was intensively utilised during the 2011/12 season. Apart from the regular CORE activities related to referee education, the facilities were used for the two final rounds of the European Women's Under-17 Championship which were disputed during the year under review, and by a number of visiting teams, such as the Azerbaijan women's Under-16 squad and the group of 40 elite youth coaches from China who travelled to Nyon for a ten-day workshop. Colovray was also the venue for the four UEFA Pro Licence coach education exchange courses staged during the season and for the in-house training of the staff members who were preparing for on-site roles at UEFA competitions. The Swiss Under-20 team and the Russian senior team trained at Colovray, which was also the venue for a Switzerland v Slovenia international rugby match.

The language services unit coped with a heavy workload, including heavy demand for translations from and into non-official UEFA languages. A new interpreter recruitment and administration structure became operational from 1 July 2011.



The HR unit implemented the first stages of the new HR modules, with appropriate staff training attached. Work also went ahead on the preparation of a staff training plan for the following four years. In terms of the workforce, the season registered an increase from 316 to 365 staff members, with an average age of 38.9. Just over 35% of the permanent staff are female.

The travel and conferences unit provided full support to the wide range of meetings, workshops and events which are outlined elsewhere in this publication. With a view to UEFA EURO 2012, airline contracts were reviewed in conjunction with the legal affairs division and the operations unit. Arrangements for the finals in Bucharest and Munich were successfully conducted and, during EURO 2012, the travel team moved to Poland and Ukraine to offer travel and accommodation support.

In mid-season, when UEFA's trading currency became the euro, contingency plans were put in place to avoid potential exchange rate issues. Looking ahead, hotel contracts related to the 2013 club competition finals were finalised and preliminary arrangements for the 2014 finals were made.

The information and communication technology (ICT) unit seamlessly switched to another host provider in September 2011, and the SAP enterprise and resource planning system went ahead without technical mishaps. As part of the workplace management project, all staff computers were replaced, the telephony system was upgraded and in-house printing facilities were modernised. Services were satisfactorily delivered to staff, media and broadcasters at the UEFA EURO 2012 final draw. In March 2012, the unit moved from its base at Le Martinet, in Nyon town centre, to the new Bois-Bougy building.

The next challenges

The close of the administrative year on 30 June 2012 may have heralded the end of a four-year cycle in terms of the European Football Championship, but a broad spectrum of UEFA projects remained open, not least the implementation of the exciting European Qualifiers project and the expansion of the final tournament to 24 teams. Reshaping the season kick-off activities and moving the UEFA Super Cup from venue to venue, in line with the other club competition finals, adds to the number of motivating challenges – and the completion of the UEFA campus in Nyon means that the foundations have been laid for the organisation to fulfil its operational and administrative requirements.

It could be argued, however, that the most exacting challenges may not be related to the organisation of events and football matches. UEFA is committed to promoting the social benefits attached to the game of football, which means that a set of role model values need to be defended. This entails implementing benchmark good governance principles in times of financial turbulence and fighting with the utmost determination against corruption and the cancerous growth of match-fixing. There is much to be done. But the key to the future welfare of European football is to preserve the integrity of our sport.



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UEFA Events SA

By definition, UEFA Events SA is one of the prime movers in the majority of the event-related projects mentioned in this report.

In addition, the 2011/12 campaign involved a number of significant strategic meetings of great relevance to the future of club and national team competitions. The centralised marketing of rights for the qualifying competitions for UEFA EURO 2016 and the 2018 FIFA World Cup required an immediate response in terms of designing sales strategies. This was a matter discussed by the Marketing Advisory Committee and, in November 2011, a theme-dedicated working group met for the first time.

Two board meetings were held during the year. At the second, in March 2012, the budget and operating plan for 2012/13 were approved. In terms of the immediate future, one of the main priorities was to coordinate the transfer of on-site responsibilities related to UEFA club competitions from TEAM Marketing to UEFA. The first moves in the match operations project were to clearly define responsibilities for the 2012–15 cycle and to draw up the corresponding budgets.

During the 2011/12 season, the efforts of UEFA Events SA staff were also focused on the delivery of the UEFA Champions League and UEFA Europa League finals in Munich and Bucharest, the UEFA Super Cup in Monaco, the UEFA Women's Champions League final played at the Olympiastadion in Munich, the Futsal EURO 2012 in Croatia, the UEFA Futsal Cup finals in the Catalan city of Lleida, the final round of the Under-17 Championship in Slovenia, and preparations for the UEFA Women's EURO 2013 in Sweden. Five of these venues were newcomers to major UEFA competition events.



The delivery of a successful UEFA EURO 2012 was evidently a prime target during the campaign, with preparations intensifying as the event drew closer. The final draw in December and the finalists' workshop in March were well prepared by UEFA Events SA staff and, from commercial and operational perspectives, the delivery of the event – in a sometimes challenging environment – exceeded expectations, and revenue targets were met during a tournament that will remain etched in the memory of those who were privileged to witness it.

David Taylor (CEO)

Directors:
 Guy-Laurent Epstein (Marketing)
 Martin Kallen (Operations)

Marketing

Preparations for EURO 2012 took up a significant part of the year. The final sponsor workshop in April 2012 was attended by all 16 partners, and their involvement in the series of workshops ensured best-possible sponsor activation during the final tournament. Feedback from the event was positive and provided a boost in terms of forward planning for UEFA EURO 2016.

During the 2011/12 campaign, a major item on the agenda was the conclusion of media rights and sponsorship deals for the new three-year cycle of UEFA's club competitions. These were successfully finalised with tangible increases on previous agreements and two new sponsors supporting the UEFA Europa League. Visual identities for the two competitions were created and a brand manual was distributed to all stakeholders. In February 2012, a UEFA Europa League promotional campaign was launched on Facebook to increase exposure and fan engagement. A strategy for the coverage of the Champions Festival in Munich was agreed by Google+, including two photo booths and roaming cameras which provided pictures for the UEFA.com Google+ photo gallery and video coverage of the event. The UEFA Champions League sponsors expressed great satisfaction with the 2011/12 trophy tours both in Europe and to Mexico, Tanzania, Kenya and China.

Another important issue was the planning for the centralised sales of media and sponsorship rights for the qualifying rounds of UEFA EURO 2016 and the European qualifiers for the 2018 FIFA World Cup. The project was given full support by the national associations at the strategy meeting held in Cyprus in September 2011, and a marketing policy was immediately set in motion, based on branding, packaging and sales strategy. A working group produced proposals for the Executive Committee, the tendering process for media rights was launched and, after research among broad-



casters and fans, a logo, visual identity and TV title sequences were created.

At the same time, the sale of media rights for the UEFA Women's EURO 2013 in Sweden was an ongoing process, along with the rights for the final round of the European Under-21 Championship in Israel. Presentations and market evaluations were conducted in both countries to expose the sponsorship programme to as wide an audience as possible.

Marketing debriefings took place early in the season to review sponsorship, promotion and brand issues related to the final rounds of the youth competitions. These were attended by representatives of the host associations for future tournaments. In addition, the image of UEFA was updated and reinforced by the creation and implementation of a new corporate identity.

Operations

The insourcing of operational aspects of UEFA's club competitions entailed negotiations with TEAM Marketing with regard to a number of key staff transfers. Training programmes for on-site roles were intensified with, for example, a group of 23 trainees going on a site visit to Olympique Lyonnais. In addition to the existing pool of 40 venue directors, 70 other staff

members were appointed to act as venue operations and broadcast managers (VOBM) or venue services and sponsorship managers (VSSM). External staff were also enlisted to complete the pool. Over 100 site visits were planned in order to prepare for the 2012/13 club competition season, and working visits were made to London, Amsterdam and Prague, the venues for the 2013 UEFA Champions League and UEFA Europa League finals and the 2013 UEFA Super Cup.

During the season, the operational and logistical preparations for EURO 2012 were of a magnitude not easily summarised in a few words. The operations division, together with the local organising committees, deployed around 700 staff members to implement the tournament. The result was outstanding, and all key stakeholders were not only highly satisfied but also enjoyed their EURO journey to Poland and Ukraine.

A lot of effort was invested in creating optimal and safe conditions for the teams, the fans, the media, the officials and the guests travelling to Poland and Ukraine. In this respect, the focus during the preparation phase was on the fields of venue management, infrastructure monitoring, public transport, accommodation and host city management.

The creation of high-quality training programmes constituted another key factor, and this was time and effort successfully aimed at compensating for the lack of experience in organising events of this magnitude in the host countries. This programme allowed all staff members and volunteers to gain the necessary know-how to efficiently perform their tasks during the tournament.

Another notable feature was that UEFA's attention to fan zone projects was rewarded with a highly satisfactory return on investments of



time and effort. The outstanding success could be measured by the attendance of 6.69 million visitors, compared with a total of 4.2 million during EURO 2008.

For the first time, and despite considerable legal difficulties, a volunteers' programme was successfully conducted in Poland and Ukraine, where the 5,885 volunteers selected from 23,949 applicants constituted a real added value for a tournament staged in countries where there was no deeply implanted volunteer culture. This therefore provided an important legacy from EURO 2012.

In terms of ticketing, the project was very successful, with 100% of tickets sold. For the first time, UEFA managed ticket sales on behalf of the participating national associations. The last-minute ticket sale platform and the resale platform worked very well. Nevertheless, the

stadiums were filled to "only" 98.6% - which gives scope for future improvement.

Much the same success story could be applied to the club competition finals, where the corporate hospitality programme for Munich, for example, was sold out by the end of March. The introduction of LED perimeter boards in the UEFA Champions League required careful preparation, with a workshop/demonstration being staged by Chelsea FC and specific site visits undertaken to Arsenal Stadium in London and Stadio Giuseppe Meazza in Milan.

In terms of national team competitions, site visits to the venues for the Women's EURO and the Under-21 final tournament, both to be held in 2013, took place in the seven host cities for the women's tournament to discuss promotional issues, and to two newly constructed and two renovated stadiums in Israel.



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