

WE CARE ABOUT FOOTBALL



**REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE
UEFA ADMINISTRATION REPORT**

2008/09

34th Ordinary UEFA congress
Tel-Aviv, Israel, March 2010



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UEFA Congress
Copenhagen



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I:

REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE

1 July 2008 – 30 June 2009







In March 2009, at the 33rd Ordinary UEFA Congress in Copenhagen, the composition of the Executive Committee changed significantly, as the election of seven new members coincided with the departure of a number of leaders who had served several terms at the head of European football.

The expression “continuity within change” is an appropriate one for describing the 2008/09 period, since the election of new members to the Executive Committee neither slowed down its activities nor altered its priorities. In its numerous and wide-ranging fields of activity, from the organisation of competitions to their marketing, from political affairs to development aid and from links within the football family to relations with its partners, the new team in charge of European football has smoothly continued the work previously set in motion, starting with the adoption of the priorities proposed by the president, Michel Platini, and his 11 guiding values, which reaffirm the fact that football comes first and must guide UEFA in all it does (see pages 20-21).

After savouring the success of EURO 2008 and analysing its various aspects – on which several reports were published by UEFA – the Executive Committee quickly turned its attention to the next European Championship final round. It was also necessary to finalise the details of the new club competition formats, adopted during the previous reporting period.

All the competitions organised by UEFA during the period under review were without major incident and undeniably – in some cases remarkably – successful. The best example is the Champions League final played in Rome in May: although it required meticulous and, at times, complex preparation, it had an exceptional im-

pact and gave an extremely positive image of European football, not only to supporters but also to the political world. Moving the final from Wednesday to Saturday evening from 2010 onwards will enable UEFA to raise its profile even further by holding a series of events in the week leading up to the final, resulting in a true festival of football.

While sporting matters and events on the pitch were at the forefront of UEFA’s activities, efforts continued behind the scenes to improve football’s position in society and rid the game of the excesses that tarnish its image, whether violence, financial crisis, match-fixing or the international transfer of minors.

In the face of such problems, the Executive Committee has always chosen dialogue as its preferred means of progress. In this respect, the Professional Football Strategy Council, a body set up during the previous 12-month period, was once again of great value. This forum, which brings together the interests of the national associations, leagues, clubs and players, creates a climate of mutual understanding in which to address all the key issues of professional football and seek solutions that best reflect the interests of all concerned.

The systematic search for dialogue also characterises the relationship between the Executive Committee and the national associations. The UEFA Congress, the general secretaries’ meeting at UEFA’s headquarters in October, frequent visits by the president or Executive Committee members to the member associations, and delegations’ visits to the House of European Football provided countless opportunities for direct contact and sharing of opinions and information during the period under review. Each national

association is also represented on UEFA's committees and panels, providing them with another opportunity to express their views.

July 2008 was marked by the launch of the HatTrick II assistance programme, which offers financial support to the member associations to help them, for example, to strengthen their infrastructure, as well as contributing to their management costs and, through the KISS project, giving them tailor-made assistance to improve their governance. The first phase of

the programme, HatTrick I, provided each association with investment funds of CHF 2.9 million over a four-year period, as well as annual solidarity payments averaging CHF 1.34 million per association. In addition, CHF 50.1 million was spent on the installation of mini-pitches as part of UEFA's 50th anniversary celebrations. Under HatTrick II, the investment fund has increased to EUR 2.5 million over four years, while the annual solidarity payments will amount to a maximum of EUR 1.3 million per association.





After the success of EURO 2008 and looking beyond preparations for EURO 2012, the Executive Committee discussed the longer-term future of UEFA's flagship competition for European national teams. Responding to the request presented at the 2007 Congress in Düsseldorf, it examined the conclusions of a feasibility study for a 24-team final round and decided, in line with the wishes of virtually all member associations, to adopt this format from 2016, thus giving more national associations the chance to take part in this major event.

As far as the club competitions are concerned, the 2008/09 season marked the end of an era. In the UEFA Champions League, the traditional access list was used for the last time before making way for a new two-path qualification system, with one route for national champions and the other for additional clubs from the associations at the top of the UEFA rankings. This new formula enables more national associations to be represented in the group phase, as well as giving more national champions the chance to compete.

This was also the final season of the UEFA Cup, which was replaced by the UEFA Europa League, with a new format involving a phase of 12 groups of 4 teams. The media rights will be marketed centrally from the group stage onwards and marketing of the knockout rounds will be fully centralised.

The UEFA Intertoto Cup was also abolished, after 14 years of existence.

Finally, the UEFA Super Cup – which was attached commercially to the UEFA Cup – is now marketed with the Champions League.

In the women's competitions, changes to the European Women's Championship included the introduction of a final round of 12 teams instead of 8 in Finland in August/September 2009. Meanwhile, the UEFA Women's Cup final was played over two legs for the last time. This competition will have a new format and be renamed the UEFA Women's Champions League. From 2010 onwards, the final will be played as a single match on the Thursday preceding, and in the same city as, the men's Champions League final.

In futsal, the European Championship finals, which are heading to Hungary in January 2010, were also expanded from 8 to 12 teams. In addition, a European Under-21 tournament was staged in St Petersburg.

There were no major changes to the youth competitions, although it should be noted that qualifying matches for the European Under-19 Championship were used as the first testing ground for the introduction of two additional assistant referees, intended to help the main referee, particularly in monitoring incidents in the penalty area. The International Football Association Board (IFAB) subsequently authorised further trials at the highest level, for which the 2009/10 UEFA Europa League group stage was selected.







The Executive Committee met 5 times during the 12-month period. It continued to invite the president and general secretary of the host association to meetings organised away from UEFA's Nyon headquarters, to familiarise them with the way the committee functions and give them an insight into the size and diversity of the tasks for which it is responsible. Executive Committee meetings were preceded by preparatory sessions between the UEFA president and vice-presidents. At each meeting, the Executive Committee was informed of the work carried out and issues discussed by the other committees, each chaired by a member of the UEFA Executive Committee or a European

member of the FIFA Executive Committee to ensure better follow-up and greater consistency. The Executive Committee referred to the committees' reports and recommendations in order to take numerous decisions in a wide range of fields, from the appointment of hosts of tournaments and finals to regulatory issues and technical or financial matters. Its activities were supported by numerous panels of experts, who were asked to give their opinions where necessary. Without claiming to be exhaustive, the following summary offers an insight into the diversity of fields in which the Executive Committee has had to make decisions.

Summary of meetings

25/26 September 2008 in Bordeaux

- Confirmation of the decision to hold EURO 2012 in Poland and Ukraine
- Increase in the number of participants in the European Championship final round from 16 to 24 teams from 2016
- Replacement of the UEFA Cup with the UEFA Europa League from the 2009/10 season
- Reinforcement of Disciplinary Services with the creation of a special betting investigation unit
- Analysis of the situation regarding beach soccer competitions
- Adoption of UEFA Club Licensing Regulations
- Payment of a subsidy of EUR 600,000 to the Football Association of Moldova for the reconstruction of football infrastructure severely damaged by a natural disaster
- Approval of a contribution towards offsetting carbon emissions linked to flights used by UEFA (committee members, staff, referees, delegates, etc.)
- Decision that the final round of the European Women's Under-17 Championship in 2010 should be organised by the UEFA administration in Nyon, Switzerland





11 December 2008 in Nyon

- Adoption of the bid regulations for EURO 2016
- Adoption of a new name and format for the UEFA Women's Cup, resulting in the UEFA Women's Champions League from the 2009/10 season
- Appointment of the Israel Football Association as hosts of the 2010 Ordinary UEFA Congress
- Appointment of the Danish Football Association as hosts of the final round of the 2009-11 European Under-21 Championship
- Selection of Ekaterinburg as the venue of the semi-finals and final of the 2008/09 UEFA Futsal Cup
- Approval of the distribution criteria for the HatTrick II annual solidarity payments
- Adoption of the new UEFA Anti-Doping Regulations
- Decision to organise a medical symposium in Sweden in 2010
- Approval of desirable minimum requirements for the statutes of member associations
- Approval of new Regulations for Licensed UEFA Match Agents
- Admission of the national associations of Bosnia-Herzegovina, the Czech Republic, Italy, Slovenia, Andorra, Belarus, Iceland and Northern Ireland to the UEFA Grassroots Charter
- Approval of a new version of the contract relating to the UEFA Coaching Convention and admission of the national associations of Albania, Georgia, Montenegro and Turkey, meaning that all 53 UEFA member associations are now signatories to the convention



29/30 January 2009 in Nyon

- Selection of the venues for the 2011 and 2012 club competition finals, with London (2011) and Munich (2012) chosen for the UEFA Champions League and Dublin (2011) and Bucharest (2012) for the UEFA Europa League
- Adoption of priorities for the coming months, i.e. financial fair play in the UEFA club competitions, the protection of minors and the organisation of EURO 2012
- Adoption of a plan aimed at improving governance in the member associations
- Approval of organisational and financial principles with a view to the bidding procedure for EURO 2016
- Admission of seven new signatories to the UEFA Convention on Referee Education and Organisation: the associations of the Faroe Islands, Northern Ireland, Iceland, Malta, the Netherlands, Slovakia and Sweden
- Participation in the laying of the foundation stone of UEFA's new administrative building





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23/24 March 2009 in Copenhagen

- Adoption of a manifesto setting out 11 principles and values meant to serve as a point of reference for UEFA's work and activities
- Adoption of a new system for the distribution of Champions League revenue, including an increase in solidarity payments
- Adoption of the regulations of the 2009/10 Champions League and Europa League and the 2010 Super Cup
- Creation of a Club Financial Control Panel in the context of financial fair play in the European club competitions
- Appointment of two new disciplinary inspectors specialising in betting
- Approval of the Regulations of the UEFA Futsal Cup 2009/10
- Adoption of the Regulations of the UEFA Women's Champions League 2009/10
- Green light given to the signature of a new memorandum of understanding between UEFA and the Association of European Professional Football Leagues (EPFL)
- Support given to FIFA's position on out-of-competition doping controls

12/13 May 2009 in Bucharest

- Appointment of the UEFA committee chairmen and their deputies for the 2009-11 period
- Appointment of the Italian Football Federation as hosts of the final round of the European Women's Under-19 Championship in 2011
- Partial designation of EURO 2012 host cities
- Amendment of the rule on yellow cards in the final rounds of youth competitions, bringing it into line with the rule adopted for EURO 2008
- Adoption of the idea of guidelines for stopping, suspending or abandoning a match in the event of serious racist conduct
- Admission of the national associations of Georgia, Romania and Slovakia to the Grassroots Charter, taking the number of signatories to 40
- Approval of a UEFA Grassroots Day on 19 May 2010, i.e. during the week of the UEFA Champions League final
- Appointment of the Romanian Football Federation as hosts of the final round of the European Under-19 Championship in 2011

To ensure consistency at European and global levels, and harmonious cooperation with FIFA, the European members of the FIFA Executive Committee attended all these meetings.





Since the national football associations of Poland and Ukraine were appointed in April 2007 to host **EURO 2012**, this subject has remained one of the Executive Committee's key concerns. The economic crisis and political instability have resulted in delays, particularly in Ukraine, which made it necessary for UEFA to pay close attention to the situation. Numerous trips were made to both countries for discussions, including at the highest level, on the progress of work and, following various analyses of the situation, the Executive Committee confirmed its desire to do everything possible to ensure that the tournament could be held in the selected countries, although it also laid down certain conditions and deadlines. After another review of the situation in May 2009, the eligibility of the Polish cities of Warsaw, Gdansk, Poznan and Wroclaw, and the Ukrainian city of Kiev (although not for the final, at that stage), was confirmed. A deadline of the end of November 2009 was given to the other Ukrainian cities (and Kiev for the final) to fulfil UEFA's requirements.

The **protection of minors** from international transfers is another major concern for the Executive Committee, since such transfers often have tragic consequences for young people who are uprooted from their home environment, only a minority of whom are able to realise their dream of a career in top-level football abroad. The ban on the transfer of minors (under-18s) goes hand in hand with the promotion of training and the protection of training clubs – objectives that UEFA is pursuing, particularly through regulations obliging clubs to include a certain number of players trained by the club or within their national association on their squad lists for European competitions. This number was increased to eight for the 2008/09 season, marking the end of the gradual introduction of this measure, which began in 2006.

With regard to the protection of minors, in March 2009 the Professional Football Strategy Council adopted a resolution calling for a ban on the transfer of players under 18 within Europe. This subject is clearly linked to European Union legislation and, in February 2009, the UEFA president, Michel Platini, had given a groundbreaking speech on the matter to the European Parliament. He had already explained football's position to the ministers of foreign affairs of the 27 EU member

states in Brest in July 2008. On that occasion, the UEFA president had also reiterated, more broadly, the need for recognition of the specificity of sport and for sports federations to be given sufficient autonomy to enable them to protect the values of sport.

In the context of relations with the EU and respect for its institutions, UEFA also helped to launch genuine social dialogue in European professional football. This dialogue was launched in Paris in July 2008, when the European Social Dialogue Committee was created, bringing together players, leagues and clubs, represented by FIFPro Europe, the Association of European Professional Football Leagues (EPFL) and the European Club Association (ECA) respectively, as well as UEFA, whose president chairs the committee.

UEFA is also engaging in dialogue with supporters' representatives, groups of whom were welcomed to UEFA in Nyon in February 2009. All of these groups should be officially recognised by their respective national associations.

European club football, which attracts phenomenal media attention, is producing record levels of income, and yet many clubs throughout Europe are living beyond their means and carrying debts, often at very high levels, from one year to the next. This situation is endangering not only the clubs themselves, but the stability of professional football and its competitions. It is in this context that UEFA has made **financial fair play** in its club competitions another of its priorities. The introduction in 2004/05 of a club licensing system, with its financial constraints, represented an initial step towards stabilising clubs' financial situations. However, the economic crisis which took hold during the period of this report, together with the inflation of salaries and transfer fees, has made the situation intolerable. The Executive Committee therefore decided to take more restrictive measures to prevent clubs from spending more money than they generate. In March, it decided to create a Club Financial Control Panel and undertook to take further measures in 2009. The main objective of the financial fair play concept is to improve financial transparency and equity in UEFA competitions and the long-term stability of European club football.

The Executive Committee also tackled another danger to the integrity of the competitions, namely **betting** linked to corruption and match-fixing. After setting up an early warning system for UEFA competition matches, the Executive Committee further reinforced UEFA's disciplinary services by creating a special unit and recruiting two specialists and four additional disciplinary inspectors with experience of criminal investigations and good contacts with the police authorities. The early warning system was subsequently extended to cover cup matches and the top two divisions of each member association, as a result of which around 29,000 matches per year will be monitored for suspicious betting patterns 24 hours a day, 365 days a year.

The Executive Committee also reaffirmed the social responsibility of football by analysing the campaigns carried out in this field during EURO 2008, awarding a cheque for CHF 1 million to the

European Leukodystrophy Association (ELA), providing a platform to raise public awareness of epilepsy during the European Under-21 Championship final round in Sweden and publishing a book to encourage young people to adopt a healthy lifestyle.

In addition, UEFA once again took firm action in the fight against racism. In September 2008, in the context of the European Year of Intercultural Dialogue and in cooperation with the European Commission and the FARE anti-racism network, it launched an advert that was televised at half-time during all UEFA Champions League matches. It helped to organise the third Unite Against Racism conference in Warsaw in March 2009 and, even more importantly, at its meeting in Bucharest in May 2009, it adopted the principle of strict measures in the event of serious racist conduct during a match, including the possibility of abandoning the game.





At the elections held during the 33rd Ordinary UEFA Congress in Copenhagen in March 2009, seven existing seats needed to be filled, as well as two additional seats created by the decision to increase the number of Executive Committee members from 14 to 16 (including the president). The seat of Mathieu Sprengers, who died in spring 2008, was vacant and four outgoing members did not stand for re-election: Gerhard Mayer-Vorfelder (Germany), Franco Carraro (Italy), Viacheslav Koloskov (Russia) and Per Ravn Omdal (Norway). There were 12 candidates for the nine available seats. Marios N. Lefkaritis and Geoffrey Thompson were re-elected, while Theo Zwanziger, Giancarlo Abete, Allan Hansen, Frantisek Laurinec, Michael van Praag and Avraham Luzon were elected for four years. The last new member, Liutauras Varanavicius, was elected for a two-year term.

It should also be noted that the terms of the co-opted members Giangiorgio Spiess (Switzerland) and Friedrich Stickler (Austria) expired and that, following the expansion of the Executive Committee to 16 members, there will be no more co-opted members.

The Executive Committee for the 2009-11 period

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

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

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

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

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

5th Vice-President: Joseph Mifsud (Malta), Executive Committee member since 1994

Members:

Giancarlo Abete (Italy), elected in 2009

Allan Hansen (Denmark), elected in 2009

Frantisek Laurinec (Slovakia), elected in 2009

Avraham Luzon (Israel), elected in 2009

Gilberto Madaíl (Portugal), elected in 2007

Michael van Praag (Netherlands), elected in 2009

Mircea Sandu (Romania), elected in 2007

Grigoriy Surkis (Ukraine), elected in 2007

Liutauras Varanavicius (Lithuania), elected in 2009

Theo Zwanziger (Germany), elected in 2009

General Secretary: Gianni Infantino

The UEFA Congress followed the Executive Committee's example by paying tribute to four faithful servants of European football who worked for many years as Executive Committee members. The congress awarded them the title of honorary members. They are:

- Per Ravn Omdal, who served as an Executive Committee member between 1992 and 2009. UEFA vice-president from 1996 until 2007, the former president of the Norwegian Football Association was also a member of the FIFA Executive Committee from 1992 to 2002;
- Viacheslav Koloskov, elected to the Executive Committee in 1994. The former president of the USSR Football Federation and later the Russian Football Union served the FIFA Executive Committee as vice-president from 1980 to 1996 and then as a member from 1996 to 1998 and from 2000 to 2009;
- Giangiorgio Spieß, who served three terms with the Executive Committee between 1994 and 2007. He was then co-opted as an Executive Committee member from 2007 until 2009;
- Gerhard Mayer-Vorfelder, who joined the UEFA Executive Committee in 2000 and became a vice-president in 2007. The former president of the German Football Association was also a member of the FIFA Executive Committee from 1992 to 1998 and then from 2002 to 2006.

Thank you once again to these four great leaders who have given so much to European football.



Per Ravn Omdal



Viacheslav Koloskov



Giangiorgio Spieß



Gerhard Mayer-Vorfelder

At the Congress in Copenhagen, there were also four European seats on the FIFA Executive Committee to fill. Three outgoing members, Michel D'Hooghe (Belgium), Senes Erzik (Turkey) and Marios N. Lefkaritis (Cyprus) were re-elected, while Vitaly Mutko (Russia) took the place of fellow countryman Viacheslav Koloskov, who did not stand for re-election.



The values of UEFA for the future of European football

1. Football first

In everything that we do, football must always be the first and most important element that we take into consideration. Football is a game before being a product, a sport before being a market, a show before being a business.

2. Pyramid structure and subsidiarity

At international and European level, the autonomy of sport is reflected by the pyramid structure of football. FIFA, UEFA and the national associations work hand in hand, while respecting the principle of subsidiarity. This allows us to defend the interests of football in the best possible way.

3. Unity and leadership

UEFA does not act by dictat. We will continue to show strong leadership but operate in a spirit of consensus. In addition to the national associations, we will involve all stakeholders (leagues, clubs, players) in the decision-making process in European football, in particular through the Professional Football Strategy Council, so that the Executive Committee can take the right decisions. And we will aim for closer relations with football fans, without whom there would be no professional game.

4. Good governance and autonomy

UEFA and its member associations are committed to good governance. Good governance means openness, democracy, transparency and responsibility. In this spirit, UEFA defends the autonomy of sports structures, so that football bodies – with national associations in the lead – are the ultimate decision-makers in matters concerning football, with no undue interference from governments.

5. Grassroots football and solidarity

Football is based on the grass roots, played everywhere by men and women, boys and girls. The top professional level is just the tip of the iceberg. UEFA will continue with and even strengthen solidarity, both to protect the future of football and to deliver the wider benefits that our sport brings to society as a whole. And it is also because the strength of football lies in its grass roots that we have to preserve the local, regional and national identities of our game, always in accordance with the law.





RESPECT

6. Youth protection and education

As governing body of European football, UEFA has both a sporting and a moral responsibility. The international transfer of minors entails many risks. Let's not forget that players under the age of 18 are children or adolescents. We want to protect the future of children in football and stop them being uprooted to foreign countries when they are much too young.

7. Sporting integrity and betting

Betting is a source of funding but also a risk for football, especially to the integrity of competitions. It is only right that football obtains its fair share of income from betting.

However, our primary focus must continue to be a total commitment to protecting sporting integrity and the proper running of our competitions, in order to preserve the true spirit of our game.

8. Financial fair play and regularity of competitions

UEFA supports fair play both on and off the pitch. Financial fair play means that clubs operate transparently and responsibly, to protect both sporting competition and the clubs themselves. Financial fair play means clubs not getting into a spiral of debt to compete with their rivals but rather competing with their own means, i.e. the resources they generate.

9. National teams and clubs

National team and club football are vital and complementary elements of football. UEFA will remain committed to ensuring that this balance is maintained and even strengthened, as the development of our game at national, European and international level depends on it.

10. Respect

Respect is a key principle of football. Respect for the game, integrity, diversity, dignity, players' health, rules, the referee, opponents and supporters. Our message is clear: zero tolerance against racism, violence and doping. Football unites people and transcends differences. The colour of the skin is invisible under the jersey and for UEFA this will always be so. Racism and any other forms of discrimination will never be tolerated. UEFA will not tolerate violence either on the pitch or in the stands. Football must set an example.

11. European sports model and specificity of sport

UEFA is a European body and we remain totally committed to the European model of sport, a model characterised by promotion and relegation, the solidarity principle, as well as open competitions and opportunity for all. This is what sport – and especially football – is all about.

We have to protect this model because sport is not simply a business like any other and we cannot allow it to be treated as such. We will continue to defend the specificity of sport and are convinced that our arguments will prevail for the good of football.



COMMITTEE REPORTS

1 July 2008 – 30 June 2009







National Associations Committee

Relationships with its member associations are of crucial importance to UEFA, and the National Associations Committee works constantly to tighten bonds.

The successful Top Executive Programme is a good example of how UEFA has been able to sustain and enhance constant dialogue and co-operation with its members during recent years. The TEP round-table events have played an important role in facilitating dialogue, while the programme's clear fact-based and result-oriented strategy is assisting the associations' top executives in their decision-making processes. The various databases developed via the programme are important tools for members when it comes to searching for relevant information aimed at improving revenue as well as governance.

Good governance is a cornerstone of the 2009–11 work programme of the National Associations Committee, in accordance with the decision taken at the 2007 UEFA Congress in Düsseldorf. The project focuses on transparency, solidarity and anti-discrimination, rule of law, democracy, equity and inclusiveness, effectiveness and efficiency. The declared aim is to help associations to bring their work to the highest possible level of professionalism.

Meetings: 28 November 2008 and 24 April 2009

At the end of the 2007–09 period, Giancarlo Abete (Italy, first vice-chairman), Armand Duka (Albania, second vice-chairman), Vitaly Mutko (Russia, third vice-chairman), Metin Kazancioglu (Turkey), Zdzislaw Krecina (Poland, left in November 2008), Wolfgang Niersbach (Germany) and Haim Zimmer (Israel) stood down from the committee, whose composition for 2009–11 is as follows:

Chairman:	Geoffrey Thompson (England)
Deputy Chairman:	Marios N. Lefkaritis (Cyprus)
1st Vice-Chairman:	Lars-Åke Lagrell (Sweden) – new
2nd Vice-Chairman:	Jean-Pierre Escalettes (France)
3rd Vice-Chairman:	Mahmut Özgener (Turkey) – new
Members:	Oleksandr Bandurko (Ukraine)
	Joseph Gauci (Malta)
	Rotem Kamer (Israel) – new
	Adalbert Kassai (Romania) – new
	Sayan Khamitzhonov (Kazakhstan) – new
	Albert Hendrik Korthals (Netherlands)
	Kimmo Lipponen (Finland) – new
	Dusan Savic (Serbia) – new
	Alexey Sorokin (Russia) – new
	Milos Tomás (Slovakia)

Finance Committee

The Finance Committee's most important duty is the constant one of advising the Executive Committee on all financial matters, to the benefit of European football.

Over the past financial year, the Finance Committee's work was marked by the repercussions of the financial crisis. UEFA opted for maximum diversification in terms of banks and paid special attention to the very high volatility of currency exchange rates. External professional help was sought in order to best safeguard UEFA's assets.

UEFA's financial forecasts were reviewed three times. Budgets for new projects, including the new UEFA building, were examined and submitted to the Executive Committee for final approval.

The Finance Committee examined the management letter submitted by the external auditors and the report issued by the internal auditors, and then received regular feedback on follow-up action. The implementation of an internal control

system was also monitored, its purpose being not only to comply with the new Swiss law but also to serve as a catalyst for further improvements, including the implementation of a customised compliance and internal audit function and an integrated IT tool (ERP).

Meetings: 25 September, 28 November and 10 December 2008, 29 January, 23 March and 19 June 2009

At the end of the 2007–09 period, Gerhard Mayer-Vorfelder (Germany) and Franco Carraro (Italy) left the committee. Since then, the composition has been as follows:

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





Referees Committee



The Referees Committee agreed that top referees should provide a 'fit for purpose' medical certificate from their doctor before taking a UEFA fitness test. In cooperation with FIFA, a standard protocol for annual examinations (which could be recorded in an electronic 'referee medical passport') was proposed. The committee also approved the proposal to allow coaches to work freely in the technical area without interference, provided that behaviour is correct. The creation of a sub-committee dedicated to the development of assistant referees was also proposed.

With regard to the Referee Convention, 28 new national associations were included in the evaluation process, and five of those were approved during the season. Membership had previously been granted to a further 20 national associations. The FIFA/UEFA Referee Assistance Programme (RAP), which aims to improve referee development in confederations and national associations, organised four courses for national referee instructors in March and May 2009. A UEFA course for Category 2 referees was staged in April 2009 and one for female referees in June 2009.

After successful testing of the system with two additional referees at European Under-19 mini-tournaments, the International Football Association Board (IFAB) and FIFA agreed to test the system in the 2009/10 UEFA Europa League.

The film produced at EURO 2008, entitled *Les Arbitres*, was completed and very well received. It will be further promoted and shown to a wider audience.

Meetings:
2 September 2008 and 4 February 2009

At the end of the 2007–09 period, Allan Hansen (Denmark, first vice-chairman) and Michal Listkiewicz (Poland, second vice-chairman) stood down from the committee, whose composition for 2009–11 is as follows:

Chairman:	Angel María Villar Liona (Spain)
Deputy Chairman:	Senes Erzik (Turkey)
1st Vice-Chairman:	Borislav Mihaylov (Bulgaria)
2nd Vice-Chairman:	Geir Thorsteinsson (Iceland) – new
Members:	Marc Batta (France)
	Pierluigi Collina (Italy)
	Hugh Dallas (Scotland)
	David R. Elleray (England)
	Bo Karlsson (Sweden)
	Jozef Marko (Slovakia)
	Volker Roth (Germany)
	Vladimir Sajn (Slovenia)
	Jaap Uilenberg (Netherlands)
	Kyros Vassaras (Greece) – new
	Sergey Zuev (Russia)

National Team Competitions Committee

After casting a final glance at EURO 2008, the National Team Competitions Committee immediately set about monitoring preparations for EURO 2012. With a new, exciting project on the horizon and a number of related challenges to address, the event is taking shape with a different organisational model, as UEFA will no longer be in exclusive control of operations. Two local organising committees, coordinated by the UEFA EURO Division, will take on and deliver several sub-projects.

But, as long-term planning for such huge undertakings is essential, last season was also marked by the launch of the bidding process for EURO 2016. Based on most recent experience, the work focused first on the definition of procedures, which resulted in the bid regulations. Detailed criteria were then drawn up and clustered in several thematic areas in order to enable the bidding associations to have a clear view of requirements and the opportunity to submit exhaustive information. All agreements to be signed were also circulated and the bidders received daily assistance from the UEFA administration, in addition to information presented during workshops organised in Nyon and in their countries.

The European Under-21 Championship finals took place in Sweden in June and were a resounding success, in stadiums packed with passionate and colourful football fans.

Meetings: 27 November 2008 and 23 April 2009

At the end of the 2007–09 period, Franco Carraro (Italy, deputy chairman), Lars-Åke Lagrell (Sweden, first vice-chairman), Theo Zwanziger (Germany, second vice-chairman), Brian Barwick (England), Vassilis Gagatsis (Greece), Jacques Lambert (France) and Haluk Ulusoy (Turkey) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Gilberto Madaíl (Portugal)
Deputy Chairman:	Mircea Sandu (Romania) – new
1st Vice-Chairman:	David Triesman (England) – new
2nd Vice-Chairman:	Nodar Akhalkatsi (Georgia)
3rd Vice-Chairman:	Armand Duka (Albania) – new
Members:	Harry M. Been (Netherlands)
	David G. Collins (Wales)
	Ivan Hasek (Czech Republic) – new
	Zdzislaw Krecina (Poland) – new
	Zoran Lakovic (Serbia) – new
	Alfred Ludwig (Austria) – new
	Wolfgang Niersbach (Germany) – new
	Campbell Ogilvie (Scotland) – new
	Zorislav Srebric (Croatia)





Club Competitions Committee

A major part of the work undertaken by the Club Competitions Committee was devoted to the new 2009–12 cycle, to plans needed to implement the new formats and ensure further enhancement of the competitions.

The committee analysed all technical parameters and drew up a list of changes involving draws, fixture scheduling and coefficients. Everything was then implanted in competition regulations, thus allowing the cycle to kick off in its modified form as decided by the Executive Committee.

Even more importantly, a comprehensive strategy was devised to ensure that all aspects of club competitions would fit with the new positioning and the plans to boost their visibility and success. From this angle, the UEFA Europa League, the new name of the UEFA Cup, and its fresh visual identity marked the dawn of a new era designed to give this competition back its past glory.

On the financial side, the committee proposed a revenue distribution system which accurately reflects the increased revenues of the UEFA Champions League and the newly generated income from the central marketing of the UEFA Europa League, and which bolsters solidarity to clubs, leagues and associations.

Meetings: 29 August 2008 and 23 February 2009

At the end of the 2007–09 period, Friedrich Stickler (Austria, chairman), Karl-Heinz Rummenigge (Germany, first vice-chairman), Ramón Calderón Ramos (Spain, third vice-chairman), Sune Hellströmer (Sweden), Lourenço Pereira Coelho (Portugal), Umberto Gandini (Italy) and Niels Christian Holmström (Denmark) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Michael van Praag (Netherlands) – new
Deputy Chairman:	Giancarlo Abete (Italy) – new
1st Vice-Chairman:	David Gill (ECA, England)
2nd Vice-Chairman:	Damir Vrbanovic (ECA, Croatia)
3rd Vice-Chairman:	Sofoklis Pilavios (Greece) – new
Members:	Jean-Claude Blanc (ECA, Italy) – new
	Joan Gaspart (Spain)
	Evgeny Giner (Russia)
	Fernando Gomes (ECA, Portugal) – new
	Karl Hopfner (ECA, Germany) – new
	Jacques Lambert (France) – new
	John McClelland (ECA, Scotland)
	Nils Skutle (ECA, Norway) – new
	Roger Vanden Stock (Belgium)

Youth and Amateur Football Committee

Youth football continued to generate increasing amounts of interest throughout Europe. With the introduction of the European Women's Under-17 Championship in 2007, UEFA organised four youth championships in 2008/09, two each for men and women. Three of these culminated in final rounds of eight teams, hosted by enthusiastic and motivated member associations. The fourth one – the Women's Under-17 tournament – was disputed by four teams and hosted by UEFA in Nyon. The 2008/09 season produced a record in terms of final round attendances (Under-17s in Germany: 84,000; Women's Under-17s in Nyon: 4,200; Under-19s in Ukraine: 60,000; Women's Under-19s in Belarus: 40,000).

At amateur level, 41 associations entered a team for the sixth UEFA Regions' Cup and eight teams participated in the final round in Croatia.

Off the field, UEFA (in collaboration with FIFA) organised a technical directors workshop in order to review current European youth football structures.

The two regular committee meetings were well attended. The main proposals made by the committee were the cancellation of single yellow

cards after the group phase in final rounds of eight teams and the increase of UEFA's final round financial contribution.

Meetings:
2 September 2008 and 17 February 2009

At the end of the 2007–09 period, Viacheslav Koloskov (Russia, chairman), Ruben Hayrapetyan (Armenia, second vice-chairman) and Daniel Claudiu Prodan (Romania) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Grigoriy Surkis (Ukraine) – new
Deputy Chairman:	Gilberto Madail (Portugal)
1st Vice-Chairman:	Jim Boyce (Northern Ireland)
2nd Vice-Chairman:	Aivar Pohlak (Estonia)
3rd Vice-Chairman:	Reinhard Walser (Liechtenstein) – new
Members:	Philip Gartside (England)
	Ludovico Micallef (Malta)
	Armen Minasyan (Armenia) – new
	Maurizio Montironi (San Marino)
	Vicente Muñoz Castelló (Spain)
	Süheyl Önen (Turkey)
	Matthias Sammer (Germany)
	Carlo Tavecchio (Italy)
	Christian Teinturier (France) – new
	Rudi Zavr (Slovenia) – new
	Tomislav Karadzic (Serbia) – new
Co-opted member:	
Co-opted members from	
Women's Football Committee:	Susanne Erlandsson (Sweden)
	Aleksandra Nikolovska (FYR Macedonia)





Women's Football Committee

The Women's Football Committee worked hard during the season to monitor and support the organisation of the Women's EURO in Finland – the first final tournament to feature 12 teams. All aspects were closely monitored to ensure that the level of the competition and the quality of the event could register a new high.

The qualifying competition for the 2011 FIFA Women's World Cup was launched and the committee paid close attention to the international calendar, interacting with FIFA to agree on a new schedule for the 2009/10 season aimed at better combining the needs of clubs and national teams.

The review process of the UEFA Women's Cup was completed with a profound restructuring of the competition: a new sporting format with fewer mini-tournaments and more knockout rounds, more teams from top-ranked associations, a single-match final in the same city as the men's UEFA Champions League final, a new coefficient ranking system and, finally, a new name and a new brand: the UEFA Women's Champions League. There is a firm conviction that these reforms will produce outstanding benefits for the women's game and greatly enhance the competition.

Future strategies were also at the heart of discussions and will be finalised by the new committee during the current term.

Meeting: 19 February 2009

At the end of the 2007–09 period, Friedrich Stickler (Austria, deputy chairman), Philip Pritchard (Wales), Sergei Safaryan (Belarus) and Bontcho Todorov (Bulgaria) left the committee, whose composition for 2009–11 is as follows:

Chair:	Mircea Sandu (Romania)
Deputy Chairman:	Grigoriy Surkis (Ukraine) – new
1st Vice-Chairman:	Karen Espelund (Norway)
2nd Vice-Chairman:	Susanne Erlandsson (Sweden)
3rd Vice-Chairman:	Hannelore Ratzburg (Germany)
Members:	Sheila Begbie (Scotland)
	Ana Caetano (Portugal) – new
	Bernadette Constantin (France)
	Aleksandra Nikolovska (FYR Macedonia)
	Vera Pauw (Netherlands)
	Gudrun Inga Sivertsen (Iceland)

Futsal and Beach Soccer Committee

The Futsal and Beach Soccer Committee was deeply involved in preparations for the final tournament of the 2009/10 European Futsal Championship to be played in Hungary in January 2010. For the first time, the tournament features 12 teams, which puts an additional burden on the organisational machine but is highly beneficial in terms of promoting the game.

While the preparations for one final tournament were under way, another tournament was already being prepared, as the bidding process for the 2012 finals was launched.

A positive Under-21 tournament was staged in St Petersburg.

In terms of club competitions, the committee engaged itself in the further development of the Futsal Cup, which is becoming more and more exciting year after year and involves an ever-increasing number of participants. Almost all of UEFA's member associations now enter teams. The final-four event played in Ekaterinburg was a resounding success and a really thrilling event for the sell-out crowds who attended all the matches.

With regard to beach soccer, the committee estimated that the time was not yet ripe for UEFA

to engage in the organisation of a European competition, but it was decided to closely monitor the evolution of the game.

Meetings:

1 September 2008 and 16 February 2009

At the end of the 2007–09 period, Grigoriy Surkis (Ukraine, chairman), Joseph Mifsud (Malta, deputy chairman), Pavel Mokry (Czech Republic, first vice-chairman), Tomás Gea (Andorra, second vice-chairman), Javier Lozano Cid (Spain), Christian Teinturier (France) and Fabrizio Tonelli (Italy) left the committee. For the 2009–11 period, the composition of the committee is as follows:

Chairman:	Giancarlo Abete (Italy) – new
Deputy Chairman:	Allan Hansen (Denmark) – new
1st Vice-Chairman:	Giorgio Crescentini (San Marino)
2nd Vice-Chairman:	Haralampie Hadzi-Risteski (FYR Macedonia) – new
3rd Vice-Chairman:	Petr Fousek (Czech Republic) – new
Members:	Semen Andreev (Russia)
	Ruud Bruijnjs (Netherlands) – new
	Sulejman Colakovic (Bosnia-Herzegovina) – new
	Boris Durlen (Croatia)
	José Venancio López Hierro (Spain) – new
	Ferenc Ragadics (Hungary)
	Antonio Silva Pereira (Portugal)
	Kurt Zuppinger (Switzerland) – new





HatTrick Committee



During the 2008/09 exercise, the HatTrick Committee kicked off a new HatTrick cycle, i.e. the changeover from HatTrick 2004–08 to HatTrick II 2008–12. The new UEFA HatTrick Regulations (2009 edition) were sent out to the 53 national associations.

The HatTrick Committee has so far approved 81 HatTrick II projects from a total of 38 national associations. This represents an approval for the use of 60% of the EUR 132.5 million available to the 53 national associations.

Although many projects are infrastructure-related, HatTrick II, in comparison with HatTrick I, is registering a trend among the national associations towards social and grassroots projects. With the introduction of the requirement to invest at least 20% of the EUR 2.5 million available to each national association in social or grassroots projects, 30 projects of this type have already been approved.

A total of 24 workshops and seminars were carried out during the year, under the banner of the KISS programme. There has also been a vast improvement in the user-friendliness of KISS's online components and the first steps have already been taken towards the translation of the e-learning platform into Russian, Serbian and Croatian with the support of some national associations.

Meetings: 27 November 2008 and 23 April 2009

At the end of the 2007–09 period, Gerhard Mayer-Vorfelder (Germany, chairman), Geoffrey Thompson (England, deputy chairman), Liutauras Varanavicius (Lithuania), Ioannis Economides (Greece), Zoran Lakovic (Serbia) and Florian Prunea (Romania) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Allan Hansen (Denmark) – new
Deputy Chairman:	Frantisek Laurinec (Slovakia)
1st Vice-Chairman:	Costakis Koutsokounnis (Cyprus)
2nd Vice-Chairman:	Sondre Kåfjord (Norway) – new
3rd Vice-Chairman:	Leo Windtner (Austria) – new
Members:	Gusztáv Bienérth (Hungary) – new
	Angelo Carlos Brou (Portugal)
	Michail Kassabov (Bulgaria) – new
	Levent Kizil (Turkey) – new
	Mirosław Malinowski (Poland) – new
	Mark O'Leary (Republic of Ireland)
	Juan Padrón Morales (Spain)
	Ucha Ugulava (Georgia) – new



Development and Technical Assistance Committee

The Development and Technical Assistance Committee closely monitored the implementation of the new UEFA Study Group Scheme and committee members personally attended various seminars. The first season was considered a total success: all 53 member associations participated in a campaign which involved 51 visits, 102 seminar opportunities and 1,677 coaches in an exchange of specialists' know-how about coach education, women's football, elite youth football and the grassroots game.

The committee fully supported the workshops and conferences for specific technical target groups and it endorsed the coach education activities linked to the UEFA Coaching Convention. Various member associations were upgraded and/or re-evaluated in the course of the season and the new Coaching Convention contract was signed by all member associations.

Full support was also given to the work in grassroots promotion linked to the various competitions and the summer campaign. Furthermore, the committee appreciated the fact that the UEFA Grassroots Charter is clearly moving forward and is having an impact on more and more associations. Over 40 associations are already recognised as members of this endorsement programme. The grassroots workshop in early 2009 was another milestone in this context.

Meetings: 28 November 2008 and 24 April 2009

At the end of the 2007–09 period, Per Ravn Omdal (Norway, Chairman), Franz Beckenbauer (Germany, deputy chairman), Zvezdan Terzic (Serbia, first vice-chairman), Campbell Ogilvie (Scotland), and Anton Ondrus (Slovakia) left the committee, which, for 2009–11, is composed as follows:

Chairman:	Vitaly Mutko (Russia) – new
Deputy Chairman:	Theo Zwanziger (Germany) – new
1st Vice-Chairman:	Vlatko Markovic (Croatia) – new
2nd Vice-Chairman:	István Kisteleki (Hungary)
3rd Vice-Chairman:	Paul Philipp (Luxembourg)
Members:	Trevor Brooking (England)
	Sergio Di Cesare (Italy) – new
	Iljo Dominkovic (Bosnia-Herzegovina)
	Jerzy Engel (Poland)
	Janis Mezeckis (Latvia)
	Ísak Mikladal (Faroe Islands)
	Philip Pritchard (Wales) – new
	Daniel Claudiu Prodan (Romania) – new
	Mordechai Shpigler (Israel)
	Raimondas Statkevicius (Lithuania)



Club Licensing Committee

The workload of the Club Licensing Committee during the 2008/09 season was particularly important. The committee met twice and focused its activity primarily on the drafting of new club licensing regulations, the publication of a benchmarking report and the elaboration of the financial fairplay concept.

The new UEFA Club Licensing Regulations, published in October 2008, aim for harmonisation with other UEFA regulations, simplification, increased clarity and a robust legal basis. They represent an enhanced version of the former Club Licensing Manual approved in 2005.

The benchmarking report places in context club football and the club licensing system that applies to club football. The promotion of transparency by the development of benchmarking for clubs throughout Europe has thus become an important objective of the club licensing system. The report provides an X-ray of football across Europe. It includes a broad-ranging financial review, a review of how licensing is implemented and a sporting profile across UEFA member associations, including figures on stadium ownership, attendance trends and coaching qualifications.



Financial fair play is a topical subject for the Club Licensing Committee. The economic crisis has highlighted financial problems which extend beyond national borders and require a European solution. Financial fair play, interpreted as the capacity of clubs to compete within the scope of their own revenue, is aimed at improving fairness in European competitions, enhancing the long-term financial stability of club football and decreasing the pressure on player's salaries and transfer fees.

Meetings:
3 September 2008 and 18 February 2009

At the end of the 2007–09 period, Giangiorgio Spiess (Switzerland, chairman) and Alex Horne (England) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Senes Erzik (Turkey) – new
Deputy Chairman:	Geoffrey Thompson (England) – new
1st Vice-Chairman:	Peter Rees (Wales)
2nd Vice-Chairman:	Høgni I Stórustovu (Faroe Islands)
3rd Vice-Chairman:	Ori Shilo (Israel) – new
Members:	Marco Brunelli (Italy)
	Volodymyr Chorno-Ivanov (Ukraine)
	Eduard Dervishaj (Spain)
	Leonid Dmitranitsa (Belarus)
	Ludvík Georgsson (Iceland)
	Jacques Lagnier (France)
	Christian Müller (Germany) – new
	Ernst Ravnås (Norway)
	Ivancica Sudac (Croatia)
	Ales Zavrl (Slovenia)

Stadium and Security Committee

The committee endorsed the intensification of stadium inspections and security officer appointments.

The committee encouraged national associations to continue their efforts in educating their experts and affiliated clubs. The Stadium and Security unit offers constant support in this area by organising various workshops and creating tools (e.g. the educational UEFA Champions League final Moscow 2008 multi-media guidance DVD).

The committee stressed the importance of compliance with the elite stadium criteria and insisted on the enforcement of the fence-free policy.

The committee provided supervision and advisory services in relation to stadium construction and development related to EURO 2012 in Poland and Ukraine, encouraging both national associations and the respective authorities to develop the safety and security concept.

The committee took positive note of the enhanced cooperation between UEFA and the EU and studied the 2009 work programme and action plan. The committee endorsed the

proposal to extend the concept of the security planning meeting from the UEFA Champions League to the UEFA Europa League.

Meetings: 25 November 2008 and 21 April 2009

At the end of the 2007–09 period, Senes Erzik (Turkey, chairman), Grigoriy Surkis (Ukraine, deputy chairman), Geir Thorsteinsson (Iceland, third vice-chairman), Andreas Akkelides (Cyprus), Ivan Curkovic (Serbia), Theodore Giannikos (Greece), Teuvo Holopainen (Finland), Ivan Borissov Lekov (Bulgaria) and Karel Vertongen (Belgium) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Joseph Mifsud (Malta) – new
Deputy Chairman:	Michael van Praag (Netherlands) – new
1st Vice-Chairman:	David Blood (Republic of Ireland)
2nd Vice-Chairman:	Peter Gilliéron (Switzerland)
3rd Vice-Chairman:	Tomás Gea (Andorra) – new
Members:	Vladimir Aleshin (Russia)
	Trygve Børne (Norway) – new
	Jean-François Crucke (Belgium) – new
	Sune Hellströmer (Sweden) – new
	Dane Jost (Slovenia)
	George Koumas (Cyprus) – new
	Odile Lanceau (France)
	Markku Lehtola (Finland) – new
	Peter Peters (Germany) – new





Medical Committee

The UEFA injury study remains a key medical research activity, appreciated by all member associations and clubs involved. It was possible to expand the research content based on coaching staff input and to increase the number of studies.

With regard to the fight against doping, new anti-doping regulations were introduced in early 2009 and the educational campaign was maintained and even expanded. Specific warnings were included about the use of non-steroidal anti-inflammatory drugs.

Regular medical screening of players to aid in the prevention of future injuries is of utmost importance and the committee's recommendations were taken into consideration for the various competitions and the UEFA club licensing criteria.

Various other research projects have been supported by the committee, such as a sports doctor (football specialisation) certificate, football in extreme climate situations, the launch of a pilot study on the use of refractometers, and the development of a standard medical examination for elite referees.

Based on the medical organisation at EURO 2008, the committee made further specific recommendations on the medical aspects of EURO 2012, including the use of local football-

related medical know-how (involving local medical committees).

Meetings: 24 November 2008 and 20 April 2009

At the end of the 2007–09 period, Viacheslav Koloskov (Russia, deputy chairman), Dr Urs Vogel (Switzerland, first vice-chairman), Alan Hodson (England) and Prof. Paolo Zeppilli (Italy) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Dr Michel D'Hooghe (Belgium)
Deputy Chairman:	Avraham Luzon (Israel)
1st Vice-Chairman:	Prof. Jan Ekstrand (Sweden)
2nd Vice-Chairman:	Prof. W. Stewart Hillis (Scotland)
3rd Vice-Chairman:	Dr Mogens Kreutzfeldt (Denmark)
Members:	Dr Ian Beasley (England) – new
	Prof. Mehmet S. Binnet (Turkey)
	Dr José Henrique Da Costa Jones (Portugal) – new
	Dr Ioannis Economides (Greece) – new
	Dr Andrea Ferretti (Italy) – new
	Dr Helena Herrero (Spain)
	Prof. Wilfried Kindermann (Germany)
	Dr Jacques Liénard (France)
	Dr Juan Carlos Miralles (Andorra) – new

Players' Status, Transfer and Agents and Match Agents Committee

The committee discussed measures to more effectively fight against abusive trafficking of young players. It considered issues such as the third-party ownership of player transfer rights, national transfer windows, the release of players to national teams in futsal competitions and aspects of FIFA's new players' agents regulations. It discussed the European Court of Justice (ECJ) ruling in the Nihat case (Turkish player employed by a Spanish club) and the Court of Arbitration for Sport (CAS) award in the Webster case (termination of a player's contract without just cause). Finally, and under the leadership of its Subcommittee for Match Agents, it elaborated the 2009 Regulations for Licensed UEFA Match Agents, which were discussed with the licensed UEFA match agents at a meeting in Geneva before being approved by the UEFA Executive Committee on 11 December 2008.

Meetings:

2 September 2008 and 17 February 2009

At the end of the 2007–09 period, Giangiorgio Spiess (Switzerland, deputy chairman), Haralampie Hadzi-Risteski (FYR Macedonia), Zsolt Füzési (Hungary), Wolfgang Holzhäuser (Germany) and Armen Minasyan (Armenia) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Avraham Luzon (Israel)
Deputy Chairman:	Joseph Mifsud (Malta)
1st Vice-Chairman:	George Peat (Scotland)
2nd Vice-Chairman:	Ruben Hayrapetyan (Armenia) – new
3rd Vice-Chairman:	Jorge Pérez Arias (Spain)
Members:	Thomas Grimm (Switzerland) – new
	João Leal (Portugal)
	Jens Erik Magnussen (Faroe Islands)
	Jean-Marie Phillips (Belgium)
	Henrik Ravnild (Denmark)
	Jean-Jacques Schonckert (Luxembourg)





Legal Committee

In cooperation with the National Associations Committee, the Legal Committee finalised a document containing the mandatory and desirable minimum requirements for the statutes of UEFA member associations, which was approved by the UEFA Executive Committee in December 2008. It examined the latest developments with regard to national legislation on sports betting in Europe and exchanged views on an important territorial licensing case at the European Court of Justice (QC Leisure) – which could radically change the way in which media rights are sold – and on two contradictory Court of Arbitration for Sport (CAS) cases concerning players who arrived late for doping controls. Furthermore, it considered issues such as players' image rights and the margins of autonomy recognised by national legislations in Europe regarding the organisation of member associations.

Meetings: 26 November 2008 and 22 April 2009.

At the end of the 2007–09 period, Giangiorgio Spiess (Switzerland, chairman), Marie-Claire Maney (Northern Ireland), and Ori Shilo (Israel) left the committee, which is composed as follows for 2009–11:

Chairman:	Theo Zwanziger (Germany)
Deputy Chairman:	Angel María Villar Llona (Spain)
1st Vice-Chairman:	Pekka Hämäläinen (Finland)
2nd Vice-Chairman:	François de Keersmaecker (Belgium)
3rd Vice-Chairman:	Bogdan Ceko (Bosnia-Herzegovina)
Members:	Jesper Møller Christensen (Denmark)
	Mario Gallavotti (Italy)
	Artan Hajdari (Albania) – new
	Herbert Hübel (Austria)
	Henk Kesler (Netherlands)
	Nikola Kostov (FYR Macedonia) – new
	Ainar Leppänen (Estonia)
	Alistair Maclean (England) – new
	Krister Malmsten (Sweden)
	Serghiy Storozhenko (Ukraine)



Marketing Advisory Committee



Marketing and commercial issues are an essential part of today's football and the brief of UEFA's Marketing Advisory Committee is to keep closely in touch with developments and decisions in this sector.

Work during the past season included constant updates and overviews of marketing and commercial programmes put in place especially for UEFA's major competitions – in particular EURO 2008, the UEFA Champions League and the UEFA Cup.

In addition, the committee helped UEFA member associations to develop and improve their own marketing and commercial work and ideas by giving support to the HatTrick assistance programme. The question of image rights for

national team competitions was debated by the committee and then addressed at the general secretaries' meeting held on 28/29 October 2008.

Meetings:

4 September 2008 and 20 February 2009

At the end of the 2007–09 period, Franco Carraro (Italy, chairman), Gerhard Mayer-Vorfelder (Germany, deputy chairman), Reinhard Walser (Liechtenstein, second vice-chairman), Askar Akhmetov (Kazakhstan), Fuad Asadov (Azerbaijan), Zbigniew Boniek (Poland), Evgeny Kalakoutski (Russia), Alfred Ludwig (Austria), Ucha Ugulava (Georgia) and Jaroslav Vacek (Czech Republic) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Frantisek Laurinec (Slovakia)
Deputy Chairman:	Liutauras Varanavicius (Lithuania)
1st Vice-Chairman:	Guntis Indriksons (Latvia)
2nd Vice-Chairman:	Ivan Simic (Slovenia) – new
3rd Vice-Chairman:	Lutfi Arbobog (Turkey)
Members:	Ioannis Farfarellis (Greece) – new
	Atanas Furnadzhiev (Bulgaria) – new
	Javid Garayev (Azerbaijan) – new
	Jonathan Hill (England)
	Jindrich Rajchl (Czech Republic) – new
	Kuanysh Kanapyanov (Kazakhstan) – new
	Erik Loe (Norway) – new
	Alexander Slutski (Belarus)



Media Committee



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The role of the mass media in the popularity of football and in reporting on the game has never been so great and is ever increasing. The Media Committee's role is therefore important in monitoring trends and assisting UEFA and the national associations in bettering relationships with the media.

At its meeting in September 2008, a review of the successful media activities at EURO 2008 was given and the proposed list of media observers, the plan for a media seminar and an internal exchange programme were approved by the committee.

Meeting: 3 September 2008

At the end of the 2007–09 period, Mircea Sandu (Romania, chairman), Sondre Kåfjord (Norway, first vice-chairman), Francesc Amat Escobar (Andorra) and Tassos Katsikides (Cyprus) left the committee. For 2009–11, the composition of the committee is as follows:

Chairman:	Liutauras Varanavicius (Lithuania)
Deputy Chairman:	Michel D'Hooghe (Belgium)
1st Vice-Chairman:	Gennadi Nevyglas (Belarus) – new
2nd Vice-Chairman:	Adilbek Dzhaksybekov (Kazakhstan)
3rd Vice-Chairman:	Ralph M. Zloczower (Switzerland)
Members:	Nicolai Cebotari (Moldova)
	Onofre Costa (Portugal) – new
	Momir Djurdjevac (Montenegro) – new
	Thórir Hákonarson (Iceland)
	Alex Manfré (Malta)
	Armen Melikbekyan (Armenia)
	Roland Ospelt (Liechtenstein)
	Rudolf Repka (Czech Republic)
	Antonello Valentini (Italy) – new

Fair Play and Social Responsibility Committee

The increased importance of UEFA's social responsibility activities became apparent to the members of the Fair Play and Social Responsibility Committee, which recognised that the notion of social responsibility needed to be further developed and integrated into UEFA company culture to become part of the UEFA "DNA". Social responsibility has to be seen as an important part of UEFA's activities and needs to go hand in hand with the marketing and commercial side of all major events.

UEFA competitions provided a perfect platform for the systematic promotion of the Respect campaign both on and off the field. The third pan-European Unite Against Racism conference sent strong zero-tolerance and "No to Racism" messages across Europe. Eat for Goals!, the cookbook encouraging young people to adopt a healthier lifestyle, has been published in six languages. Following the Executive Committee's decision to offset flight emissions, UEFA is starting to take action against global warming, and the showcase games at each of the European Under-21 Championship semi-finals in Sweden, involving players from the International League against Epilepsy, demonstrated, once more, that football is open to all abilities.

Member associations were by no means forgotten. UEFA gave financial support which contributed to recovery projects after natural disasters,

such as following the earthquake in the Abruzzo region of Italy. Looking ahead to EURO 2012, the Fair Play and Social Responsibility Committee launched two three-year fan and anti-racism projects with a focus on eastern Europe.

Meetings:

1 September 2008 and 16 February 2009

At the end of the 2007–09 period, Per Ravn Omdal (Norway, deputy chairman), Rudi Zavrl (Slovenia, first vice-chairman), Arben Bici (Albania), Momir Djurdjevic (Montenegro), Adalbert Kassai (Romania) and Kimmo Lipponen (Finland) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Senes Erzik (Turkey)
Deputy Chairman:	Franz Beckenbauer (Germany) – new
1st Vice-Chairman:	Raymond Kennedy (Northern Ireland) – new
2nd Vice-Chairman:	Elkhan Mammadov (Azerbaijan)
3rd Vice-Chairman:	Dragan Djordjevic (Serbia) – new
Members:	Mark Arthur (England) – new
	Vassilios Chatziapostolou (Greece)
	Michael Cody (Republic of Ireland)
	Fernand Duchaussoy (France)
	Michel Dumoulin (Belgium)
	Ekaterina Fedyshina (Russia) – new
	Eduard Prodani (Albania) – new
	Charles Schaack (Luxembourg)
	Stanislav Strapek (Slovakia)
	Phivos Vakis (Cyprus) – new





Football Committee

UEFA's Football Committee, which features a number of former professional players, is an expert group that focuses on technical issues and the future development of the game.

The committee had a close look in particular at the EURO 2008 experience and made proposals in relation to the Laws of the Game, such as the interpretation which now allows coaches to work freely in the technical area. Furthermore, the committee proposed a review of Law 11 (offside) and a further examination of the idea of an additional substitute being allowed during extra time.

The recommendations made by the committee also included player development issues, e.g. a possible ban on the transfer of minors, and research into the feasibility of a UEFA grading system for academies.

The committee addressed various coaching issues and took up the question of the number of players involved in international qualifying matches. It also debated the impact of the away-goals rule in modern football.

Meetings:

24 September 2008 and 19 February 2009

At the end of the 2007–09 period, Mircea Sandu (Romania, deputy chairman), Vlatko Markovic (Croatia, first vice-chairman), Carlos Godinho (Portugal), Andreas Morisbak (Norway), Dragan Stojkovic (Serbia) and Dino Zoff (Italy) left the committee, whose composition for 2009–11 is as follows:

Chairman:	Franz Beckenbauer (Germany)
Deputy Chairman:	Vitaly Mutko (Russia) – new
1st Vice-Chairman:	Pavel Cebanu (Moldova)
2nd Vice-Chairman:	Dejan Savicevic (Montenegro)
3rd Vice-Chairman:	Grzegorz Lato (Poland) – new
Members:	Demetrio Albertini (Italy) – new
	Revaz Arveladze (Georgia) – new
	Miodrag Belodedici (Romania) – new
	Zvonimir Boban (Croatia) – new
	Ivan Curkovic (Serbia) – new
	Fernando Hierro (Spain)
	Julius Kvedaras (Lithuania)
	Yordan Letchkov (Bulgaria)
	Anton Ondrus (Slovakia) – new
	Gordon Smith (Scotland)







II:

REPORT OF THE UEFA ADMINISTRATION

1 July 2008 – 30 June 2009

Foreword

The main challenge during the 2008/09 campaign was to get ahead of the game and stay ahead of it. In terms of the game itself, a total of 1,648 matches, including 651 men's club competition fixtures and 113 mini-tournaments, were played in UEFA competitions, with some 200 UEFA delegates assigned to them. Over 19,000 player registrations were processed, 5,420 goals were scored – of which 296 were penalty kicks and 123 own goals – and a total of 578 disciplinary cases concerning 451 different matches were dealt with by the Control and Disciplinary Body. But the workload was weighted by the fact that cycles were ending in national team and club competitions, with the result that all of UEFA's divisions were dedicating considerable amounts of time and effort into laying the foundations for the profound changes scheduled to kick in during the 2009/10 campaign. In the UEFA Champions League, access routes, seeding systems and coefficient rankings were being revised, while the qualifying play-offs were brought into the centrally marketed fold and a new cycle was bringing new broadcast and commercial partners into the family. The UEFA Cup was being transformed into the UEFA Europa League, which also featured a centrally marketed approach. The UEFA Super Cup was being integrated into the UEFA Champions League package. The European Women's Championship was about to culminate in the competition's first ever 12-team final tournament, as was the European Futsal Championship. The UEFA Women's Cup was about to undergo a complete redesign as the UEFA Women's Champions League, with a single-match final to be played in the same city and week as the men's final. The simultaneous dawning of so many new eras created challenges and incentives along the length and breadth of the UEFA administration.

David Taylor



UEFA administration 2008/09

David Taylor (General Secretary)

Gianni Infantino (Deputy General Secretary / Director Governance and Legal Affairs)

Directors:

William Gaillard (Communications)

Hanspeter Jenni (Finance)

Martin Kallen (EURO)

Philippe Le Floc'h (Marketing)

Giorgio Marchetti (Competitions)

Philippe Margraff (Commercial)

Andy Roxburgh (Football Development)

Theodore Theodoridis (National Associations)

Jean-Paul Turrian/Steve Aeschlimann (Services)

Alexandre Fourtoy (CEO UEFA Media Technologies)



Competitions for national teams

European Football Championship

On the face of it, the aftermath of EURO 2008 appeared to be a lull after a storm. This was not the case. Activities during the 2008/09 campaign entailed dealing with three final tournaments.

In-depth operational debriefings were conducted within Euro 2008 SA, UEFA Media Technologies SA (UMET) and UEFA's divisions with a view to ensuring that data and experience could be carried forward to future events. A similar process was conducted by the Marketing Division in conjunction with the official broadcasters, which was extremely useful when designing the strategy for EURO 2012. The Commercial Division held debriefing meetings with the EURO 2008 official sponsors. The Football Development Division examined events on the pitch at the eighth national coaches conference in Vienna, where UEFA's technical report on the final tournament was officially launched. Medical findings were injected into the ongoing injury research study and the colours and the emotions of the event were commemorated in a 200-page Memory Book, which was produced in-house and distributed to all national associations and stakeholders. During the final tournament, a documentary-style film was shot with a view to illustrating professional and human aspects of top-level refereeing and the edited version of *Les Arbitres* was premiered in summer 2009.

Within the National Associations Division, the Stadia and Security Unit reviewed operations. There was, evidently, considerable residual work for the Finance Division. The Governance and Legal Affairs Division also had various issues to resolve, among them the legal winding-up of Euro 2008 SA. The Services and Facility Management staff had to restructure the use of the office premises at the Martinet and handle the redeployment of personnel. And UMET, after successfully handling the internet, IT and TV production aspects of EURO 2008, embarked on a new four-year cycle whose objectives were outlined in the



Focus 012 strategic plan, which, as the name suggests, places emphasis on establishing viable solutions for EURO 2012.

In the meantime, EURO 2012 was providing a steady stream of headline news. The UEFA administration established an action plan designed for the Poles and Ukrainians to show the progress of their infrastructures and for UEFA to monitor developments. This was backed by regular site visits by internal and external experts, leading to the compilation of comprehensive evaluation reports for the UEFA Executive Committee. The newly formed EURO Division, with a staff level which had increased to 18 by the end of the 2008/09 campaign, finalised the master project plan and business plan, in addition to organising two knowledge-transfer workshops and a host city kick-off workshop in Warsaw. Other divisions, including Commercial and Marketing, also initiated their groundwork for the event. The EURO 2012 media rights strategy was approved by the Executive Committee and a tendering process, initiated in Europe in February 2009, delivered successful results before the end of the exercise, with deals related to 40 markets concluded before the summer.

The Executive Committee's decision to expand the final tournament to 24 teams meant that EURO 2016 also appeared on the 'work in progress' log. The Competitions Division, via a thorough process of internal coordination between all the divisions involved, was running

a bidding process which started at the end of 2008 with four candidates: France, Italy, Sweden/Norway and Turkey. Detailed bid requirements were compiled and distributed to the bidders in order to allow them to submit exhaustive dossiers. These were followed by bid agreements that will govern the relationship between UEFA and the host association(s). In a series of plenary and individual workshops, different aspects were analysed and the bidders were able to obtain important answers and clarifications which helped them to better direct their work.

Women's EURO 2009

Although the final tournament in Finland was played in the first quarter of the 2009/10 campaign, the bulk of the preparation work for the first 12-team final tournament was executed during the 2008/09 season, with the first operational site visits conducted during September 2008, the play-off draw staged in October and the draw for the final round in November.

As the final tournament formed part of the Euro-top package, specific sponsorship activity programmes were designed in conjunction with existing partners and workshops were pegged to the draw events. Corporate hospitality packages were publicly launched in May. Three additional event sponsors came on board, along with four retail and media sponsors who became deeply involved in the promotion of an event at which financial targets were exceeded. Five youth programmes allowed children to participate in the ceremonial activities at each of the 25 matches. A range of licensed goods was produced, an official song, Champions of the Day, was composed and performed by Finnish artists, a trophy tour of the four host cities was organised, and grassroots activities were linked to the final tournament.

The broadcast distribution plan was developed by the Marketing Division, with a host broadcaster agreement concluded with Eurosport and rights sales negotiated with Finnish national broadcaster YLE and other national broadcasters, most notably in the countries with teams in the ex-





panded final tournament. Finnish was added to the language options for in-depth coverage of the event by uefa.com, who had 20 reporters, editors, producers and cameramen on site.

Forward planning also embraced the bidding timeline for the Women's EURO 2013, along with the administrative and logistical parameters of the qualifying competition for the 2011 FIFA Women's World Cup, with the draw for a group stage involving 41 national associations taking place in March. Matters related to the women's international calendar were discussed in Nyon and at FIFA working groups and workshops in Zurich.

Even though the final tournament had been expanded to 12 teams, there was a widespread desire to offer additional international experience to national associations whose development has not yet equipped them to challenge for places in the finals. UEFA therefore supported four mini-tournaments in the autumn of 2008 by appointing administrators and coaching mentors to help with the organisation and work with players and national team coaches. This was extended by a further four mini-tournaments in which 15 associations took part between mid-April and mid-June 2009.

European Under-21 Championship

The final tournament in Sweden was the last event of a 2008/09 campaign during which the Competitions Division also conducted the evaluation process that culminated in the Executive Committee's decision to award the 2011 finals to Denmark.

Landmarks in the preparatory processes were provided by the play-off draw at the famous Turning Torso Tower in Malmö, where tournament ambassador Henrik Larsson played a prominent role, and by the 30-minute televised draw for the final tournament, which was conducted in Gothenburg in December and featured the ambassadors of the four host cities.



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Like the Women's EURO, the Under-21 finals were part of the Eurotop package and the sponsorship partners became heavily involved in promoting the tournament and in setting up fan zones in the host cities, which were enthusiastically received by sectors of the public who enjoyed a rare opportunity to feel part of a major football event. With 'national supporters' also jumping on board, a full sponsorship programme of 16 companies was completed, allowing financial targets (if value in kind is included) to be exceeded by approximately 70%.

An extensive promotional campaign in conjunction with the host association led to an overall attendance of 163,196 at the 15 matches – an increase of 8% in stadium occupancy rate in comparison with the 2007 finals or, to put it another way, an aggregate of 75% of the available capacity with several near sell-outs. TV agreements in excess of expectations were successfully concluded, with the result that matches were transmitted from Sweden to 150 territories across all continents. In markets such as Italy and Germany, audiences regularly reached figures in excess of 4 and 5 million for group matches, while 6.7 million Italian viewers followed their side's semi-final against Germany and 8.24 million German viewers tuned into their national team's 4-0 victory over England in a final watched by a crowd of 18,769 at the New Stadium in Malmö.

European Futsal Championship

A record total of 39 national associations entered the 2009/10 European Futsal Championship, the three newcomers being the Republic of Ireland, Montenegro and Estonia. A draw to allocate teams in the preliminary and qualifying rounds took place at UEFA headquarters in September 2008, with 38 associations vying for the 11 places alongside the Hungarian hosts in the first 12-team final tournament. Preliminary site visits to Budapest and Debrecen took place in March 2009, with follow-up visits in July, followed by the final draw in September. At the same time, the campaign for the 2012 edition was already under way, with four associations declaring their interest in hosting the final tournament. In June 2009, a workshop was staged for Belgium, Croatia, FYR Macedonia and Slovenia in order to fully brief the four candidates on requirements.



European Under-21 Futsal Tournament



Under-21 futsal finals took place in St Petersburg in December 2008. A total of 29 national associations entered teams in the inaugural competition, with eight of them qualifying for the final tournament. This was staged over five matchdays, with an accumulative total of 23,700 spectators and approximately 100 accredited media.



Youth development competitions

With the aim of reviewing current structures and assessing whether they dovetail with national associations' development programmes and targets, a workshop for technical directors was held, in conjunction with FIFA, in Paris in January 2009. The aim was to consider the best forward path, taking into account the demands of the associations and the development needs of the players involved.

During the peak period between September and November 2008, 47 mini-tournaments in the men's and women's youth competitions were organised in conjunction with 33 member associations. Draws for qualifying rounds were staged in Nyon and preparatory site visits for the 2010 final tournaments were conducted in France, Liechtenstein and FYR Macedonia.

European Under-19 Championship

As the final tournament is staged in July, much of the 2008/09 campaign was spent preparing the 2009 finals, which represented the first UEFA youth development event to be staged in Ukraine.

The 2008 final tournament had been successfully staged at six venues in the Czech Republic, with six of the eight finalists qualifying for the FIFA U-20 World Cup. Attendance figures at the final tournament totalled just over 45,000, with 4,100 watching a talented German team, coached by Horst Hrubesch, beat Italy 3-1 in a final of outstanding intensity and technical quality, played in the city of Jablonec.

European Women's Under-19 Championship

These were the first finals to be played during UEFA's administrative year, with a technically gifted Italian side taking the title for the first time by defeating Norway 1-0 in the final of a tournament staged at seven venues around the French cities of Blois and Tours. The total attendance for the 15 matches was 17,422. During the remainder



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of the administrative year, UEFA's attention was switched to the 2009 finals, which were to be the first UEFA tournament played in Belarus. The draw for the final round was successfully organised in Minsk on 12 May 2009.

European Under-17 Championship

The final tournament staged in Germany in May 2009 set new benchmarks for the competition. The German national association (DFB) used the event as a platform for grassroots development, attaching school projects to the tournament and encouraging schoolchildren to attend by minimising ticket prices and arranging fixtures at school-friendly kick-off times. The tournament was spread as widely as possible by using 12 different venues in the eastern part of Germany for the 15 matches. The result was a cumulative attendance of 82,000 at an average of 5,467 per match, peaking with a competition record of 24,000 spectators for the final between Germany and the Netherlands played at 11.00 on a Monday morning in Magdeburg – an absorbing contest which was not decided until three minutes before the end of extra time.

European Women's Under-17 Championship

The second four-team final tournament was staged, like the first, at the Colovray stadium adjacent to UEFA's headquarters in Nyon and, also like the first, was won by Germany. Their opponents in the final were Spain who, after a bright start, were overpowered by Ralf Peter's team and ultimately suffered a heavy 7-0 defeat. The proximity of the event meant that UEFA staff members were strongly involved – mostly on a voluntary basis – in all operational aspects of a tournament which attracted attendances in excess of 4,000

for the four matches staged as double-headers on 22 and 25 June 2009. The event was also used to promote women's and girls' football in the region, linking it with a programme designed to raise awareness of environmental issues. Thanks to the Marketing Division, the number of event sponsors increased from four to eight, while agreements with regional media and education authorities paved the way for significant progress in terms of promotion. The Marketing Division also ensured that all the youth events benefited from great coverage and distribution on domestic TV in the host countries and on a pan-European basis via live and delayed transmissions by Eurosport.





Club competitions

Far-reaching changes due to kick in at the start of the 2009/10 season had a major impact on the UEFA administration during the preceding exercise. Extensive work needed to be undertaken by the Competitions Division in order to work out all the technical details related to the implementation of the new formats and the revised access lists. At the same time, there was an in-depth review of draw procedures and technical parameters, such as the coefficient ranking system. Other strategies were fine-tuned in order to attain new objectives, notably for the longer-duration UEFA Champions League final week, which will accommodate more activities and which will especially focus on young people and families. The centrally marketed UEFA Europa League also required a brand new venue management system to be developed and implemented.

In order to meet the greater demands generated by changes to club competition formats, new UEFA delegates and 24 new venue directors were recruited and trained during the 2008/09 campaign, along with additional security officers. A pan-European security meeting was held in September 2008 involving security officers and police representatives attached to the 32 participants in the UEFA Champions League. After 72 stadium inspections had been carried out in 28 countries during the previous 12 months, it was decided to intensify the inspection programme still further.

Disciplinary Services also prepared for greater workloads and a two-day workshop in January was an opportunity to address key issues such as racist behaviour, betting and corruption, and attempts to deceive the referee. Some 200 venue directors, media officers, venue managers and venue coordinators attended a two-day workshop in Zurich in June in preparation for the increased demands. At the same time, UMET was drawing up plans for the coverage of 200 additional games generated by the centralised marketing of the UEFA Europa League.

UEFA Champions League

Serious preparation work for the 2009 final in Rome commenced with a board meeting between UEFA and the local organising committee in July 2008 and a first operational site visit to the Stadio Olimpico in October, when the concept and branding for the final were launched and the logo projected onto the walls of the Coliseum, which was later to become the backdrop for a Champions Festival which, for five days, became a city landmark for citizens of the Italian capital and those who were visiting it. A sponsor workshop was staged in Rome in December and a series of workshops was pegged to draw ceremonies with a view to assisting clubs in their preparations for an eventual appearance in the final.

The official ticketing launch took place in February and, after more than 140,000 requests, the 10,000 tickets on general public sale were assigned by lottery. The traditional cup handover took place in Rome in April, with Manchester United FC returning the trophy. During the previous weeks, the UEFA Champions League trophy had been on tour in Nigeria, Algeria, Egypt and South Africa.

The final in Rome generated impressive, record-breaking TV audiences in Italy, Spain and the UK, and a global total of 145.2 million for live coverage of the match.

While the 125 2008/09 matches were being played, intense negotiations were taking place with a view to renewing sponsorship and broadcast partnerships for the new three-year cycle, due to kick in with the 2009/10 season. Despite the financial climate, competition among broadcasters led to significant changes in the list of rights holders and an agreement with CCTV meant that 380 million homes in China would also be opened to UEFA Champions League coverage. The results of rights negotiations exceeded expectations and, for the 2009–12 three-year cycle, represent an increase of over 30% in revenue, while the sponsorship team registered one change: UniCredit replaced Vodafone.

UEFA Cup/UEFA Europa League

The first site visit to Fenerbahçe SK's Sükrü Saracoglu stadium took place in September 2008, with the branding for the 2009 UEFA Cup final unveiled in December. As the stadium is located on the eastern side of the Bosphorus, the last UEFA Cup final was the first to be played on Asian soil and the first to be won by a Ukrainian club, as FC Shakhtar Donetsk defeated Werder Bremen to take the title. The Istanbul final generated a live global TV audience of 42.9 million viewers, with Germany, Ukraine and Turkey accounting for some 48.5% of that total.

In parallel with the last UEFA Cup, the UEFA administration was laying foundations for the first UEFA Europa League, starting with the logo, visual identity and official music. The UEFA Europa League concept was well received by broadcasters and results exceeded initial projections by approximately 20%. For the initial 2009–12 period, a presenting sponsorship deal was concluded with the car manufacturer SEAT. The new competition came to life when, in June 2009, a total of 103 clubs went into the first UEFA Europa League draw.





UEFA Super Cup

In August 2008, the match was, once again, the footballing figurehead of the season kick-off event, for which the Travel and Conferences Unit handled hotel reservations totalling over 1,000 room/nights. The match between FC Zenit St. Petersburg and Manchester United FC marked the end of an era in that, as from 2009, the UEFA Super Cup became part of the UEFA Champions League package and a new staging agreement, valid until 2011, was concluded with Monaco.

UEFA Women's Cup/UEFA Women's Champions League

A preliminary workshop covering organisational, promotional, marketing and media themes was staged in July 2008 to coincide with the draws for the qualifying rounds of a competition disputed by 42 clubs. The two-leg final was ultimately played by two newcomers, Zvezda-2005 from the Russian city of Perm and German champions FCR Duisburg. The second leg in Germany was watched by a competition-record crowd of 28,112. The final was the last of its kind, as preparations were already well under way for the competition to be relaunched and rebranded as the UEFA Women's Champions League, the final of which will, for the first time, be played in the same week and city (Madrid) as the men's final in May 2010. Among other significant changes was a new format based on more home-and-away knockout ties and fewer mini-tournaments. The top eight associations in the UEFA rankings were also allowed to enter a second team. In consequence, a total of 53 clubs were on the starting grid for the inaugural competition. A workshop for the participating clubs and a round-table discussion with the tournament administrators were arranged to coincide with the qualifying round draw, which took place in Nyon in June 2009.



UEFA Futsal Cup

A field of 45 clubs, including newcomers from Denmark and Iceland, took part in the 2008/09 UEFA Futsal Cup. In July 2008, in conjunction with the draws for the preliminary and main rounds, a workshop was organised in order to re-view all organisational aspects and assist the mini-tournament hosts. The elite round, played in November 2008, then decided the four teams who would compete for the title in the Russian city of Ekaterinburg. The draw for the final tournament was staged before 2,000 spectators at the Palace of Sports in February 2009 and a full-house total of 15,000 spectators watched the four matches played on two matchdays, along with just under half a million viewers for Eurosport's coverage of the final and 25,000 page views on uefa.com. Twelve young international referees were appointed for the final tournament, which offered them an important educational opportunity.

Grassroots football

UEFA's Summer of Grassroots Football programme set another new record with 4.6 million participants, compared with 2.5 million in the previous year. Preparations for the sixth edition were ongoing throughout the remainder of the 2008/09 campaign.

The eighth UEFA grassroots workshop was staged in Hamburg in March 2009, with excellent cooperation not only from the German national association but also from the city's two major clubs, Hamburger SV and FC St. Pauli. Participants heard that UEFA had agreed to earmark funding for signatories to the Grassroots Charter, which had reached its target of 40 member associations.

During the 2008/09 campaign, an agreement was concluded with adidas for continued grassroots sponsorship.

UEFA Regions' Cup

Site visits to Croatia were conducted with a view to reviewing the facilities at the venues for the final round of the sixth UEFA Regions' Cup, the first major UEFA event to be organised in the country. It was successfully staged in picturesque settings at Tuheljske Toplice near Zagreb from 15 to 22 June 2009. The eight finalists came from a starting field of 43 regional teams and UEFA's philosophy for the final tournament was to organise an amateur event to thoroughly professional standards. The same applied to the quality of the football and, in a final of high technical quality, the Spanish representatives from the Castilla y León region defeated Romanian side Oltenia. The match provided a heart-warming farewell to Javier Yepes, the coach of the Spanish team, who was in charge of his last match before retiring from a long career in amateur football.





Support for national associations

UEFA's pursuit of pan-European good governance and quality enhancement was sustained by continuous activity on several fronts during the 2008/09 campaign.

HatTrick

The first cycle of the HatTrick investment programme ended in 2008 and the second cycle officially kicked off in July. The standard HatTrick scheme for the 2008–12 period envisages a one-off payment of EUR 2.5 million which is available to each member association in order to improve infrastructure. In addition, a yearly 'solidarity and incentive' payment of up to EUR 1.3 million is being made available to each member association. The HatTrick education programme also continued with a series of 12 seminars and workshops staged under the auspices of the Knowledge & Information Sharing Scenario (KISS). The second phase of this project shifts the emphasis towards distance-learning concepts based on an extensive online database launched in April 2009. The focus has also moved towards 'communities' based on working groups pegged to specific projects or themes. Results are shared with other national associations at annual workshops lasting one and a half days. Specific corporate management workshops were staged in Montenegro and Poland. A first ever workshop on sponsorship at final rounds of youth tournaments, organised in March 2009 by Football Development, Marketing and National Associations, was attended by representatives of 30 national associations. Three bigger workshops, attended by all 53 associations, were organised in Estonia, Hungary and Iceland between April and June.

Top Executive Programme

The round-table formula, based on creating small, informal discussion platforms involving national associations' top executives, was maintained and developed. The emphasis was on encouraging and moderating discussions and information exchanges rather than making unilateral presentations to an audience. Parameters were upgraded by putting the round tables 'on the road' and staging them in Amsterdam, Frankfurt, Istanbul and Rome as well as Geneva, thereby opening them to a better mix of national associations on a regional basis. After the series had been concluded in January 2009, the key issues emerging from the round-table sessions were analysed and translated into action lists and follow-up projects.

Study Group Scheme

The first of the 35 Study Group Scheme seminars to take place during the season was staged in the Austrian city of Linz in August 2008. The scheme encourages member associations to visit one another with a view to sharing knowledge, experience and best practice in the fields of coach education, elite youth football, women's football and the grassroots game. Typically, three visiting teams of up to 11 members, visit the host association.

Coaching

The Executive Committee's endorsement of the national association of Montenegro as a B-level member of the UEFA Coaching Convention means that the circle has now been completed. All 53 associations are now members.

Good governance

Club licensing

A significant step forward was the conversion of the Club Licensing Manual into a set of regulations with the Governance and Legal Affairs Division building a more robust legal framework. The Club Licensing Unit organised various meetings to assist in the development of domestic licensing rules, including a workshop where 150 licensing specialists from the 53 member associations met to discuss real-life cases and recent developments. Workshops then took place in Dublin, Minsk, Paris and Tallinn, followed by seminars in Armenia, Belarus, Bulgaria, Cyprus, Scotland, Spain, Turkey, Ukraine and Wales. A number of spot checks were also conducted during the 2008/09 campaign. In the last quarter of the exercise, 83% of Europe's top-division clubs applied for a licence to enter UEFA competitions, with 18% having their applications turned down.

Financial fair play

Closely linked to the club licensing programme, the pursuit of financial fair play developed into one of the major issues of the exercise. The UEFA administration focused on the development – in conjunction with the European Club Association, the European Professional Football Leagues (EPFL), the Professional Football Strategy Council, Professional Football Services and various other UEFA bodies – of workable and enforceable measures which could be presented to the decision-making bodies.

Protection of young players

The increasing number of complaints (some of them highly publicised) arising from the recruitment of players in their early teens highlighted important humanitarian issues within the realm of football. The Professional Football Services Unit, under the auspices of Governance and Legal Affairs, has been monitoring and assessing the situation with a view to providing decision-making bodies with reliable information on which future strategies can be based. In March, a resolution

was signed by associations, leagues, clubs and players at a meeting of the Professional Football Strategy Council.

Sporting integrity

The Executive Committee's decision to establish a pan-European betting fraud detection system ready for the start of the 2009/10 season required a rapid response from the UEFA administration. On behalf of Governance and Legal Affairs, UMET was responsible for setting up a continent-wide network of venue data coordinators equipped to operate at each of the approximately 1,800 matches played under UEFA auspices each season. The role entails inputting match information in UEFA's FAME system and liaising with the referee, who validates the information in FAME shortly after the final whistle by keying in his special password. The logistics were put in place during the 2008/09 exercise and the system was tested during the European Under-21 Championship finals played in June 2009. The scheme provides strong support for Disciplinary Services and also streamlines certain business processes within the Competitions Division. It required significant upgrades to FAME portals, which have been progressively opened to more groups within the football family, including match delegates and other officials. Some 2,000 external users currently have access, thus helping to reduce the administrative workload on UEFA staff.

During the year, there were also fruitful contacts with the European Commission with regard to on-line betting and its impact on the integrity of sport.



Football regulation and promotion

Doping controls

The 2009 UEFA Anti-Doping Regulations were drafted, translated and implemented as from January 2009 in response to changes in the World Anti-Doping Code. By the end of the 2008/09 club competition season, 1,072 doping controls (including 464 tests for EPO, the substance potentially used to enhance endurance and strength) had produced only two positive cases. A total of 445 players participating in the UEFA Champions League were subjected to out-of-competition testing (including 395 tests for EPO) during 45 visits to training facilities. No positive results were reported. Doping controls were also conducted on a routine basis in all other UEFA competitions, and preceded by educational sessions at the final tournaments of youth development competitions. Statistics were also injected into UEFA's ongoing injury research project. An updated anti-doping leaflet for players was distributed in May 2009 and a DVD explaining the procedures for the collection of urine and blood samples was produced, based on footage filmed at EURO 2008.

Medical matters

During the campaign, reports from club and national team competitions were injected into UEFA's injury research study, translated into the appropriate languages and, in the case of the UEFA Champions League, sent – in formats which guaranteed total confidentiality – to the participating clubs. The data and trends from the study served as a basis for analysis and discussion at the first UEFA Elite Club Medical Forum, staged in Nyon in November 2008 with representatives of 18 leading clubs.

Media

A media officers workshop was organised in Nyon in December 2008 and the Media Operations Unit was restructured early in 2009. Media Services offered support at a high percentage of the events mentioned in this report, while the Publications Unit was responsible for the writing and production of UEFA's printed material, including the technical reports on EURO 2008, the 2009 European Under-21 finals and all the youth development competitions in both men's and women's football. For the first time, the match programmes for the three club competition finals



were not produced in-house, and the writing and printing of programmes for all final tournaments is currently outsourced.

Refereeing

The exercise opened in July 2008 with a meeting of the working group specialists who reviewed the basic standards to be reached by national associations in order for them to become signatories to the newly introduced Referee Convention. By the end of the season, 25 associations had done so, with a similar number of applications in the evaluation process.

In September 2008, 55 top referees and 28 assistants took part in a preparatory session for the new club competition season at which practical simulations (involving youth teams) were introduced for the first time. EURO 2008 had provided valuable visual material and an opportunity to develop cooperation with national team coaches by addressing them at their conference in Vienna.

A total of 55 top referees and 38 new international referees took part in the annual course staged in Malaga in February 2009. A few weeks later, ten candidates for the panel of referee observers took part in a course in Manchester. Also in March, the first pair of courses in the FIFA/UEFA Referee

Assistance Programme were held in Cannes, with 2 representatives from 13 national associations invited to attend. Another two courses were staged in Vienna in May.

For the first time, a refresher course for Category 2 referees was organised in April, when, also for the first time, 14 assistant referees joined 13 male and 4 female referees for a practical course within the framework of the talent and mentor programme. In June, 37 female referees and 36 assistants were invited to a course in Frankfurt. During the European Under-21 Championship in Sweden, the working group attached to the Referees Committee proposed significant changes to the grading of referees, fast-track development routes for promising young referees and three different categories for futsal referees.



Respect

The campaign launched by the UEFA president prior to EURO 2008 gathered momentum during the 2008/09 season. Perimeter boards featuring the Respect logo and matching emblems on players' sleeves were visible at all finals in age-limit competitions, in addition to each of the 125 UEFA Champions League matches and the centrally marketed segment of the UEFA Cup.

The Unite Against Racism campaign was highly visible at all UEFA events, from the UEFA Super Cup in Monaco in August 2008 to the UEFA Champions League final in Rome in May 2009. Messages were transmitted on a sustained basis via captain's armbands, public announcements at venues, features in match programmes and magazines, and the FARE action week, which was staged to coincide with the third matchday of the UEFA Champions League season and was marked by a series of special events. In conjunction with the Brussels Office, a 30-second 'No to Racism' TV advert was premiered at EURO 2008.

The UEFA/European Commission co-production was screened by more than 50 broadcasters during the half-time break throughout the UEFA Champions League season and, from October 2008, was also shown on giant screens at venues. Also, a Respect booth featured among the attractions at the Champions Festival set up in Rome in conjunction with the UEFA Champions League final.

In March 2009, UEFA joined forces with FIFPro, FARE and the Polish national association to organise the third European Unite Against Racism conference in Warsaw, attended by 270 delegates.

Football and new technology

UEFA's official website set all-time traffic records of 200 million page views and 17 million visits per month during March, April and May 2009 but offered no excuses for complacency. A redesign of the uefa.com website was carried out during the 2008/09 campaign, along with the development of an archive management system. The aim is to offer a more global legacy of UEFA competitions rather than the current short-term focus on activities in the current season.

However, the early part of the 2008/09 campaign was dedicated to reviewing the performance of UMET as host broadcaster at EURO 2008 and winding down the euro2008.com website, which had also set records of 271 million visits and 1.3 billion page views (compared with 500 million in 2004). In-depth coverage of the tournament in ten languages was accompanied by a video-on-demand service and a twice-daily free video magazine. The net media value delivered to sponsors is estimated to have more than doubled in relation to EURO 2004, when it was approximately EUR 49 million. Some of the developments initiated on euro2008.com were used as a platform for upgrades to the mother website, uefa.com, to coincide with the new three-year club competition cycle and the launch of the UEFA Europa League – both in 2009. These upgrades entailed cross-division consultations with regard to sectors such as sponsor integration strategy and the national team competitions' commercial display.

UMET's in-house delivery of the host broadcasting of EURO 2008 was unprecedented in the world of major sports events. Matches were watched by an average TV audience of 146.8 million and, during the final, the figures included the highest ever TV audience for any genre in Spain. The high-quality delivery – based on 29 match cameras and full high-definition production – was highly appreciated by broadcasters, of whom 81% rated the coverage as 'very good' or 'excellent' and 94% as 'good', 'very good' or 'excellent'.

UMET's host broadcasting activities at EURO 2008 were not confined to match coverage. Over



450 'additional programming' features were provided to broadcasters to complement their own programmes and 34,000 services were sold on a unilateral basis to give an above-target gross revenue of EUR 24.9 million. Efforts by the Partner Services Unit helped to create good teamwork and relationships which were fundamental to the success of the operation. These partnerships were seen as an invaluable basis for the preparation of future tournaments.

EURO 2008 established a department with expertise in TV production and host broadcasting solutions. This knowledge base is being utilised for EURO 2012 preparations – which themselves began in earnest in 2008/09 – and is, in fact, being applied across UEFA's full range of competitions. This is in addition to the ever-increasing demand for internal video productions and the ongoing delivery of production services.

The tournament also laid foundations for further development of the FAME system. It was not only used for ticketing but for all football aspects (including players, teams, referees, disciplinary, doping controls), event organisation issues (accreditation, transport, accommodation), marketing (brand management, broadcaster rights, internet video management, etc.), and even TV broadcaster bookings. This paved the way for further developments in FAME.

Attention then turned to the challenge of offering equally high-standard conditions at EURO 2012.



Site visits were conducted with a view to offering accurate assessments of the costs, the infrastructure requirements for internet, IT and TV production set-ups, and locations for an international broadcast centre which, as it generates a requirement of 15,000 to 20,000 hotel room nights, has a major impact on infrastructure.

Another issue to be addressed was archive management. Although UMET had set up a limited video archive in 2002, there were major differences in archive management from competition to competition and no provision had been made for the European Championship archive material. The Legacy project was therefore initiated and, after consultation with the Marketing Division, a proposal was produced based on full digitalisation of more than 18,000 hours of material and a policy of broadening the historical scope of the data available instead of focusing on the current season.

UEFA's work in the areas of fraud detection and illegal betting required an in-house solution for live gathering, publication, distribution and validation of all official match data. On top of the development of bespoke software solutions, this project, which was launched on 30 June 2009, has also entailed the recruitment and training of 150 venue data coordinators across Europe, who support the existing venue teams and match officials in the collation of these data. In addition to providing a betting fraud prevention tool, the live data gathering project is delivering the first official, live set of statistics, which is having a positive impact on various internal processes ranging from referee reports to the administration of competitions and enabling wider promotion of the less-exposed UEFA competitions.



Legal, policy and financial issues

As in other sectors of UEFA, the first half of the exercise was dedicated largely to issues derived from EURO 2008, including claims by stadium owners and compensation requests from broadcasters as a result of the loss of TV signal during Match 29, not to mention the legal winding-up of Euro 2008 SA. Sports Legal Services was deeply involved in following up payments to clubs who had provided players for the tournament in addition to drafting the new Regulations for Licensed UEFA Match Agents and supervising revisions of UEFA other regulations and conventions, along with the statutes of various member associations. A total of 435 legal agreements were concluded, generating revenue of EUR 2,080 million. Many of them were related to the new UEFA club competition cycle.

Forward planning for EURO 2012 laid legal bases in areas such as taxes, customs, rights protection and risk management, while documents were drafted for EURO 2016, such as tournament requirements, staging agreements and host city charters.

Ongoing work on betting policy and the need for an early warning system resulted in a proposal to the Executive Committee and an agreement on measures to prevent fraud through live betting. UMET's live statistics service was tested at the European Under-21 finals in June 2009 and officially launched at the start of the 2009/10 campaign. At the same time, initial contacts were made with the inter-governmental Financial Action Task Force, the body designed to coordinate intelligence units working with police forces on money-laundering and corruption in football.

Professional Football Services pursued its tasks related to financial fair play and the protection of young players in addition to its participation in the Professional Football Strategy Council, the Association of European Professional Football Leagues, the European Club Association, the Social Dialogue Committee in European Profes-

sional Football, the European Fan Congress (the creation of a European network of supporter associations is an ongoing project), the FIFPro general meeting and important preparatory work to support UEFA's pursuit of the specificity of sport at the European Commission. This included the preparation, in conjunction with other team-sport federations (basketball, volleyball, handball, ice-hockey and rugby), of a document entitled Safeguarding the Heritage and Future of Team Sport, which was presented during the French presidency of the EU. An in-depth assessment was also made with regard to the legal implications of FIFA's proposed 6+5 ruling.

Among the domestic issues addressed during the 2008/09 campaign was the implantation, propelled by the Finance Division, of an internal control system (ICS) in response to new Swiss legal requirements. Just prior to a staff briefing at the December personnel information meeting (PIM), a steering committee defined the project and established individual roles. The mapping of business and administrative processes began in January and, within three months, 147 processes had been identified, even though, given the interaction between the different protagonists and divisions, the project was one of considerable complexity and one which required – and obtained – high levels of teamwork. In parallel, a special intranet platform was being developed in order to facilitate access to information on business processes, descriptions, policies, documents, risk assessment and control, responsibilities, organisation and applications. The project was implemented by the legal deadline of 30 June 2009 and, during the construction phase, it became apparent that the exercise – not least by providing a clear picture of business processes across all divisions – would bring significant added value to the organisation as a whole.



Office administration



In the aftermath of EURO 2008, the use of office space at the Martinet building was reviewed and 18 members of the Euro 2008 SA staff were integrated into UEFA positions. During the 2008/09 campaign the staff headcount increased from 255 to 281, of whom 39% were women. The workforce features 28 different nationalities.

The 2008/09 period was one of rapid developments on the new UEFA office building. Demolition of the existing constructions took place in August 2008 and was terminated two weeks ahead of schedule. Planning permission for the superstructure and the tunnel connecting the two UEFA buildings was granted in December 2008.

Earthworks started in January 2009, foundations were laid in February, piling for the tunnel got under way in March, and the first wall was erected in April. By the end of the 2008/09 exercise, 60% of the ground floor walls had been completed and preparations for the construction of the linking tunnel were well advanced.

A new internal communication intranet platform was launched in April 2009, with a view to enhancing links and relationships between divisions and keeping staff fully up to date with developments.

Having produced a football dictionary in 2008, Language Services agreed to produce Polish and Russian versions in time for EURO 2012. The demand for transcriptions and translations involving non-UEFA languages increased sharply during the exercise, with the unit successfully handling requests involving 29 non-official languages.

Travel and Conferences provided full support for the wide range of UEFA events, among them the 2009 UEFA Congress in Copenhagen, and it produced detailed evaluations of the five candidates to stage the congress in 2010. The 2008/09 workload involved some 300 meetings/events per quarter at UEFA's headquarters alone, involving around 5,000 guests. Major events generate considerable hotel room/night requirements (893 at the UEFA Congress) and reservations were therefore also concluded for the men's and women's UEFA Champions League finals in Madrid in May 2010, in addition to 12,000 room/nights attached to the 2011 and 2012 club competition finals.



Social responsibility

UEFA's highly diverse social responsibility projects during the 2008/09 exercise can be illustrated by the UEFA charity cheque presented to the European Leukodystrophy Association and the continued support for the Cross Cultures Project Association which, in August 2008, organised 140 one-week Open Fun Football Schools involving 30,000 boys and girls in south-eastern Europe and the Caucasus.

UEFA supported football activities within various national associations to mark World Heart Day in September 2008 – an event which highlighted the

value of sport in preventing cardiovascular diseases and child obesity. September also saw the launch in Brussels of a UEFA-sponsored cookbook entitled *Eat for Goals!*, featuring recipes by famous footballers aimed at promoting healthy eating. The book's original English version has since been translated and published in French, German, Polish and Spanish.

Finally, in December, UEFA supported the Homeless World Cup in Melbourne, Australia, where 23 of the 56 competing teams originated from countries within UEFA.





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