

WE CARE ABOUT FOOTBALL



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

2009/10

XXXV Ordinary UEFA Congress
Paris, 22 March 2011



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UEFA Congress 2010
Tel-Aviv



REPORT OF THE PRESIDENT AND EXECUTIVE COMMITTEE

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XXXIV UEFA Ordinary Congress
Tel-Aviv, 25 March 2010



Summary and main objectives

While the national teams spent the 2009/10 season preparing for the FIFA World Cup in South Africa, the first to be played on the African continent, the UEFA club competitions experienced a number of innovations, including the introduction of a new access list for the UEFA Champions League qualifying phase and the creation of the UEFA Europa League, which took over from the UEFA Cup and gave this competition a new lease of life. Changes also took effect in the women's competitions and the European Futsal Championship. The period was also marked by the appointment of the French Football Federation to host UEFA EURO 2016, which will be the first European Football Championship final tournament to be played with 24 teams.

Behind the scenes, the Executive Committee, whose composition remained unchanged throughout this election-free period, was able to work with greater unity and continuity, fulfilling its vast remit in the spirit of the 11 principles adopted at the 2009 UEFA Congress in Copenhagen. With consultation as its preferred approach, it endeavoured, in all its decision-making, always to give priority to sporting values, in accordance with the first of the 11 principles: Football First. It also continued to pursue the three main objectives it had set itself at its first meeting of 2009: the protection of young footballers, financial fair play in the UEFA club competitions and the organisation of UEFA EURO 2012. The fight against corruption, as well as against racism and all forms of discrimination, was also waged relentlessly and the Respect campaign, launched at UEFA EURO 2008, continued to grow.

The Executive Committee also did its utmost to consolidate football's position in society by strengthening its social involvement and stepping up dialogue with political authorities and all stakeholders of European football, not only the national associations but also the clubs, leagues, players and even supporters.

The Executive Committee also closely monitored the activities of UEFA's 19 standing committees. Reports on all their meetings were presented to the Executive Committee and helped it to make many of its decisions, as did the opinions of the expert panels.

The year under review was also very intense at internal level, with the creation of a new company, UEFA Events SA, fully owned by UEFA and responsible for marketing and event organisation. The former UEFA general secretary David Taylor who was replaced by Gianni Infantino at the head of the UEFA administration, was appointed CEO of the new company. Meanwhile, the UEFA administration was restructured and a new office building, La Clairière, opposite the main headquarters, was completed, with the staff of two UEFA divisions and the new company moving there in June 2010. This official inauguration of the new building by the presidents and general secretaries of the 53 member associations was planned for October 2010. Work on the construction of a third building was scheduled to start at around the same time.

Alongside its administrative element, UEFA also added a sporting character to its headquarters by concluding a 49-year agreement with the Nyon local authorities concerning the Colovray sports centre, located next to the new office building. UEFA will now manage and pay for the upkeep of the centre, where it will be able to organise sports activities, courses and development programmes in fields such as refereeing, grassroots football, sports medicine and women's football.

Main objectives

Due to its complex political and legal implications, the protection of young footballers is dependent on first of all painstakingly gathering information and documentation. Progress on this objective takes a lot of time and effort as it requires numerous political meetings and lobbying. The other two main objectives, financial fair play and preparations for UEFA EURO 2012, regularly appeared on the Executive Committee agenda and solid progress was made in both of these areas.

Based on the principle that a club should not spend more than it earns, the concept of financial fair play proposed by UEFA for its club competitions received unanimous support, not only from the Professional Football Strategy Council, whose members are elected by the different football families (associations, clubs, leagues and players), but also from the European Club Association (ECA), the European Professional Football Leagues (EPFL), supporter groups and the president of the European Parliament, Jerzy Buzek.

During the year, the former Belgian prime minister Jean-Luc Dehaene was appointed as chairman of the Club Financial Control Panel. Independent

legal and financial experts were then appointed as members of the panel, which met several times, with the aim of ensuring that the club licensing system was properly implemented. Another important milestone was the Executive Committee's approval, in May 2010, of the new UEFA Club Licensing and Financial Fair Play Regulations.

As regards preparations for EURO 2012, the Executive Committee remained faithful to the strategy it adopted when appointing Poland and Ukraine as joint hosts in April 2007. It used all available means, including visits at the highest level, to support the host associations, to encourage them in their work and to urge the authorities to do everything possible to ensure that the work was completed on time, in spite of the economic crisis that hit both host countries hard. Finally, after designating the four Polish host cities and the Ukrainian capital, Kyiv, in May 2009, the Executive Committee was able to complete the list in December 2009 by adding the names of Donetsk, Lviv and Kharkiv. However, it is continuing to monitor the preparations very carefully. Meanwhile, the start of EURO 2012 was marked in Warsaw on 7 February 2010, when the qualifying group draw was held.





Competitions

The other UEFA competitions also featured more than once on the meeting agenda of the Executive Committee, which monitored the implementation of its previous decisions very closely, particularly the changes to the UEFA Champions League qualifying phase. Under the new format, more national champions (18) and national associations (also 18) were represented, which was precisely the objective of the changes. The final was moved from Wednesday to Saturday so that more families and children could watch it, either in the stadium or on television. This also created new promotional opportunities and the possibility of holding a week-long festival of football, in which grassroots, women's and youth football were able to play their part. In particular, the first UEFA Grassroots Day was celebrated on 19 May 2010, with events held all over Europe.

The new UEFA Europa League, for its part, was received very positively. Its format, with 12 groups of 4 teams, has made it easier to follow and the

centralised marketing principle, applied from the group stage onwards for TV rights, has given European supporters a much wider choice of matches and generated substantial income for the participating clubs.

The UEFA Women's Champions League also reached a higher plane than its predecessor, the UEFA Women's Cup. Staging the final in the same week and in the same city as the UEFA Champions League final certainly raised its profile and contributed to the growing strength of women's football, as demonstrated by the increase in the number of teams in the 2009 European Women's Championship final round in Finland to 12. Furthermore, prize money was awarded to the final round participants for the first time in the competition's history.

Futsal, another discipline that is becoming increasingly popular, also saw a record number of participants in the final round of its flagship

competition, the European Futsal Championship, with 12 teams taking part in a successful tournament staged in Hungary in January 2010.

It is also pleasing to note that all the competitions organised by UEFA during the period covered by this report, from elite to youth level, were completed without major incident, with some of them enjoying outstanding success. Of particular note was the extraordinary enthusiasm generated by the final round of the European Under-19 Championship, held in Ukraine in July 2009, which attracted more than 100,000 spectators, including more than 25,000 for the final.

Linked to competitions, refereeing was also the subject of close attention. The experiment with two additional assistant referees was conducted at all UEFA Europa League matches from the group stage onwards and UEFA obtained permis-

sion from the International Football Association Board (IFAB) to continue this highly promising trial in the UEFA Champions League, UEFA Europa League and UEFA Super Cup in 2010/11 and 2011/12.

In addition, a new body was set up within the Referees Committee in June 2010. Led by Pierluigi Collina as chief refereeing officer, with Marc Batta and Hugh Dallas as refereeing officers, its responsibilities include appointing referees for UEFA matches and overseeing the supervision, strategy and technical aspects of refereeing.

Another notable development in the refereeing sector was the creation of a Centre of Refereeing Excellence, made possible by UEFA's takeover of the Colovray sports centre. The aim is to improve the training of young European referees, and the first courses were scheduled for autumn 2010.





Relations with the member associations

Relations with its member associations are at the heart of UEFA's activities. The Congress held in Tel Aviv at the end of March 2010 once more highlighted the value of these general meetings in this respect, although they are certainly not the only links between UEFA's senior officials and the national associations. Each Executive Committee member, in accordance with a specific portfolio, maintains closer relations with a number of national associations and, in particular, attends their respective general meetings. The UEFA President and Executive Committee members also paid numerous visits to national associations, while association delegations were also welcomed to UEFA's headquarters in Nyon. Furthermore, all the member associations are represented within the UEFA committees and panels, where they can express their views. In addition, whenever the Executive Committee meets on the territory of a member association, it invites the president and general secretary of the host association to attend the meeting, to familiarise them with the way the Executive Committee functions and the issues it has to deal with. Last but not least, a meeting of the general secretaries of the member associations, held in Nyon at the end of October 2009, provided them with an overview of topical issues as well as a useful opportunity for dialogue.

During the year, the national associations also continued to benefit from the HatTrick assistance programme, which entered its second phase in 2008. It provides them with funding for improvements to their infrastructure, a contribution to their management costs or, via the KISS project (Knowledge and Information Sharing Scenario), enables them to share knowledge in order to improve their work. Under this banner, 20 workshops were held on the territory of 11 national associations, covering topics such as event management, media and communication, and marketing and legal issues.

Also designed to meet the national associations' individual needs, the Top Executive Programme (TEP) is aimed at their senior officials. Among other things, it has helped the national associations to increase significantly the amount of revenue they receive from the sale of TV rights for their matches.

On the technical front, the associations also benefit from the Study Group Scheme, which promotes coach education exchanges. During the 2009/10 season, 24 national associations received 49 visits for a total of 153 seminars, which means that more than 1,700 technicians took part in these exchanges focusing on coach education, women's football, elite youth football and grassroots football.



Other relations

Relations with the European Union remain extremely important for UEFA, which continued to strengthen the links between the two organisations. For example, in November 2009, the UEFA President travelled to Brussels to meet the newly elected president of the European Parliament, Jerzy Buzek. Before that, UEFA's first vice-president, Şenes Erzik, and general secretary, David Taylor, had also visited the European capital in order to participate in a European Commission conference, during which they had been able to describe the developments in the club licensing system and the basic principles of financial fair play. In March 2010, the UEFA President also met Androulla Vassiliou, the new European Commissioner responsible for sport, to discuss various matters related to European football. In April, in another visit to Brussels, Michel Platini gave a keynote speech to the Committee of the Regions of the European Union, making particular reference to the protection of the European sports model, the specificity of sport, financial fair play, the protection of young athletes and youth academies, as well as the fight against violence and the social role of football.

UEFA also cultivated its relations with public authorities, without which it would be powerless to act in fields as important and sensitive as the fight against fraud linked to illegal sports betting. A crucial step was taken in this particular area with the launch of a betting fraud detection system for UEFA competition matches, which was also made available to the national associations, whose representatives were invited to an information seminar held in Nyon in August 2009.

In the world of sport, apart from FIFA, with which it enjoys excellent relations, UEFA became a founder member of the Association of European Team Sports (ETS) in December 2009. The other ETS members are the CEV (volleyball), EHF (handball), FIBA Europe (basketball), IIHF FIRA-AER (rugby) and (ice hockey). Together with the CEV, FIBA Europe, EHF, FIRA-AER and

academic partners, UEFA launched the Executive Master in European Sport Governance (MESGO), which was due to begin in Paris in September 2010 and is designed to consolidate the skills of experienced managers. This course builds on UEFA's training initiatives, which include the UEFA Certificate in Football Management for member association staff and, from autumn 2011, the more advanced UEFA Diploma in Football Management. A research grant programme has also been created in order to support research relevant to European football.

These measures go hand in hand with UEFA's desire to continue its commitment to social responsibility, particularly through long-term partnerships with Special Olympics, Terre des Hommes, the World Heart Federation, Education 4 Peace, Cross Cultures Project Association and FARE (Football Against Racism in Europe). In the fight against racism and all forms of discrimination, the Executive Committee sent out a strong signal in July 2009 by defining a procedure to be followed in the event of serious racist behaviour at a UEFA competition match, which can even lead to the match being abandoned.

With regard to prevention, UEFA helped to organise a fan hosting seminar in Barcelona in February 2010, which was attended by representatives of clubs and cities, as well as UEFA itself.

UEFA also gave one-off assistance to other charitable organisations, including a cheque for CHF 1 million for the CAFE project of the UK National Association of Disabled Supporters (NADS).



The Executive Committee met six times during the reporting period and the main decisions it took are listed below in a summary which, without claiming to be exhaustive, clearly illustrates the diversity and abundance of the different fields in which the Executive Committee had to make decisions.

In order to ensure consistency at European and global levels, and to work in harmony with FIFA, the European members of the FIFA Executive Committee who are not UEFA Executive Committee members were invited to attend all these meetings.

Summary of meetings

1/2 July 2009 in Vilnius

- Appointment of the vice-presidents and members of the 19 standing UEFA committees for the 2009-11 period
- Definition of a procedure to be followed in UEFA competition matches in cases of serious racist behaviour
- Allocation of € 700,000 for the repair or reconstruction of sports infrastructure in the earthquake-hit region around L'Aquila in Italy;
- € 500,000 for a FARE anti-racism project in eastern Europe and € 500,000 for a Football Supporters International (FSI) project
- Renewal of authorisation for the Baltic League to be staged until the end of the 2011/12 season
- Approval of the Legacy project, which aims to store all UEFA competition matches on a digital server

14/15 September 2009 in Nyon

- Approval of the concept of financial fair play in UEFA club competitions and appointment of Jean-Luc Dehaene as chairman of the Club Financial Control Panel
- Constitution of UEFA panels for the 2009-11 period
- Adoption of the format for the UEFA EURO 2012 qualifying competition, with nine groups, and approval of the draw procedure
- Approval of a new method for calculating the national association rankings for draws
- Approval of the Regulations of the European Football Championship 2010–12
- Approval of a structural change in the UEFA administration with the creation of a new company responsible for marketing and event management; appointment of David Taylor, UEFA general secretary since 2007, as CEO of this new company
- Appointment of Gianni Infantino as the new UEFA general secretary with effect from 1 October 2009
- Approval of criteria concerning the good governance of the member associations
- Approval of criteria for the distribution of prize money to the participants in the European Women's Championship final round
- Approval of the financial distribution scheme for the associations that took part in the European Under-21 Championship final round in 2009
- Approval of the draw procedure for the European Futsal Championship final round in 2010
- Confirmation of the accession of the Lithuanian Football Federation to the UEFA Grassroots Charter, and of the national associations of Belarus, Estonia, Poland, Serbia and Turkey to the UEFA Convention on Referee Education and Organisation

10/11 December 2009 in Madeira

- Adoption of the final list of UEFA EURO 2012 host cities: Warsaw, Gdansk, Poznan and Wroclaw (Poland); Kyiv, Donetsk, Lviv and Kharkiv (Ukraine)
 - Selection of the name of the new company responsible for marketing and UEFA event management: UEFA Events SA
 - Preparation of the 34th Ordinary UEFA Congress, to be held in Tel Aviv on 25 March 2010
 - Fixing of the date of the 2011 Ordinary Congress: 22 March
 - Admission of the national associations of Kazakhstan and Moldova to the UEFA Coaching Convention at Pro level
 - Admission of six new members to the UEFA Grassroots Charter (Estonia, Hungary, Israel, Luxembourg, Poland and Serbia), taking the total number of member associations to 47
-



Meetings – Composition

28 January 2010 in Valletta

- Adoption of the timeline for the UEFA EURO 2016 bid procedure
- Approval of the Regulations of the UEFA Regions' Cup 2010/11
- Appointment of Theodore Theodoridis as the new UEFA deputy general secretary
- Appointment of SL Benfica as hosts of the final round of the 2009/10 UEFA Futsal Cup
- Agreement to take over the management of the Colovray sports centre from 1 April 2010 on a 49-year lease
- Approval of the construction of a third UEFA office building in Nyon
- Donation of € 270,000 to the Czech Football Association as a contribution towards the cost of repairing the football infrastructure damaged by floods
- Admission of the national associations of Cyprus, Italy, Lithuania, Moldova and Wales to the UEFA Convention on Referee Education and Organisation

23/24 March 2010 in Tel Aviv

- Approval of the Regulations of the UEFA Champions League 2010/11, Regulations of the UEFA Europa League 2010/11 and Regulations of the UEFA Super Cup 2010
- Approval of the Regulations of the UEFA Women's Champions League 2010/11
- Appointment of the Croatian Football Federation as hosts of the final round of the 2011/12 European Futsal Championship
- Signature of a new contract with the company TEAM Marketing AG concerning the marketing of rights for the UEFA Champions League, UEFA Europa League and UEFA Super Cup for the 2012–15 period
- Approval of a new version of the UEFA Anti-doping Regulations
- Approval of a new version of the UEFA Stadium Infrastructure Regulations

27/28 May 2010 in Nyon then Geneva

- Appointment of the French Football Federation to host UEFA EURO 2016
- Proposal to the International Football Association Board to extend the experimental use of two additional assistant referees for two further seasons in the 2010/11 and 2011/12 UEFA Champions League and UEFA Europa League, in the UEFA Super Cup and in the UEFA EURO 2012 qualifiers
- Approval of the regulations of the UEFA youth competitions for the 2010/11 season
- Approval of the UEFA Club Licensing and Financial Fair Play Regulations
- Approval of the Regulations of the UEFA European Futsal Championship 2011/12
- Definition of the draw procedure for the play-off matches in the 2009–11 European Under-21 Championship
- Admission of the national associations of Albania, Armenia, Greece, Israel, FYR of Macedonia and the Czech Republic to the UEFA Convention on Referee Education and Organisation



The Executive Committee for the 2009-11 period

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

1st vice-president: Şenes 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), Execu-
tive Committee member since 1994

Members:

Giancarlo Abete (Italy), elected in 2009
Allan Hansen (Denmark), elected in 2009
František 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 Varanavičius (Lithuania), elected in 2009

Theo Zwanziger (Germany), elected in 2009

European members of the FIFA Executive
Committee

Vice-presidents:

Michel Platini

Ángel María Villar Llona

Geoffrey Thompson

Members:

Franz Beckenbauer (Germany)

Michel D'Hooghe (Belgium)

Şenes Erzik

Marios N. Lefkaritis

Vitaly Mutko (Russia)

COMMITTEE REPORTS

2009/10







National Associations Committee



The committee's priorities were various aspects of the Top Executive Programme (TEP), such as the 2010 TEP round tables leading to important extra TEP meetings for all national associations in September 2010 in Athens, the good governance project and national association matters in general.

Seven TEP round tables took place between January and April 2010, where national association top executives had the opportunity to informally discuss UEFA services for national associations, protection of minors (including the role of player agents), financial fair play, betting and match-fixing, the TEP TV values database and possible collective cost-saving programmes.

The committee endorsed the good governance project proposal, including the criteria for paying out the annual incentive of € 100,000 per national association. The project was subsequently approved by the UEFA Executive Committee. The situation in the 53 national associations with regard to good governance is far from homogeneous. As a consequence, the proposed

approach is a pragmatic one based on choices fitting the specific situation of each individual association.

In addition to the above-mentioned issues, the committee was kept up to date on national association issues such as political interference, statutes revision processes and changes in top management.

Meetings: 1 September 2009 and 5 May 2010.

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

Finance Committee

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

The Finance Committee reviewed both the Strategic Financial Outlook 2009/10 – 2014/15 and the 2010/11 budget before their submission to the UEFA Executive Committee for approval. The committee also took note of all financial forecasts before they were presented to the Executive Committee.

The external auditors also performed their annual audit, including of UEFA's internal control system, which received positive feedback and only minor recommendations.

Historically highly volatile £/€ and \$/€ currency exchange rates, combined with the uncertainties on the financial markets, due to the huge state deficits of some countries, added to a difficult economic environment. The Financial Supervisory Group continued its work in cooperation with preferred banks to best safeguard UEFA's assets within this context.

Meetings: 1 July, 14 September, 9 November, 10 December 2009, 27 January, 23 March 2010.

Chairman:
Members:

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





Referees Committee

The UEFA Referees Committee had a busy year, dealing with refereeing innovations and a reorganisation of the UEFA refereeing unit.

After a successful experiment in the 2009/10 UEFA Europa League, the International Football Association Board (IFAB) agreed in May 2010 to allow UEFA to extend its experiment with extra match officials beside each goal. In 2010/11 and 2011/12 these two additional assistant referees will be used in UEFA Champions League matches from the play-off stage, in the UEFA Europa League from the group matches onwards and in the UEFA Super Cup.

Three committee members were appointed as UEFA refereeing officers to take greater responsibility for referee appointments and strategy. They are Hugh Dallas, Marc Batta and, as chief refereeing officer, Pierluigi Collina.

With the management of the Colovray sports centre in Nyon being taken over by UEFA, the concept of a Centre of Refereeing Excellence (CORE) was developed. Committee members have helped set the programme and the first course for young referees from all over Europe with the potential to become international referees within the next few years was scheduled for the end of August 2010.

During the season, the committee and administration also dealt with the usual huge quantity of referee appointments, as well as other subjects such as working on increased intelligence about UEFA referees including their physical and medical condition and their performances at national level.

Members were also instrumental in providing material for several refereeing courses held during the season, e.g. for UEFA's top new international, additional assistant, women and futsal referees, as well as the annual talent and mentor seminar.

A Referee Convention Panel was created in July 2009 and met twice to review the status of associations' applications. The following 11 national



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associations were proposed for membership and accepted by the UEFA Referee Committee and the Executive Committee: Albania, Armenia, Cyprus, Czech Republic, former Yugoslav Republic of Macedonia, Greece, Israel, Italy, Lithuania, Moldova and Wales. This brings the number of members to 36. The remaining 17 associations continue to be supported by refereeing specialists to reach the standards established by the convention.

One plenary meeting of the Referees Committee was held in Malta during the UEFA winter referee course. In addition, two referee category revision meetings were held (in Nyon and Hamburg) with just the technical members of the committee.

Meetings:

21 December 2009, 3 February and 12 May 2010.

Chairman:	Ángel María Villar Llona (Spain)
Deputy Chairman:	Şenes Erzik (Turkey)
1st Vice-Chairman:	Borislav Mihailov (Bulgaria)
2nd Vice-Chairman:	Geir Thorsteinsson (Iceland)
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)
	Sergey Zuev (Russia)

National Team Competitions Committee

The monitoring of preparations for UEFA EURO 2012, the UEFA EURO 2016 bid procedure as well as draw procedures and match schedules for both the European Football Championship and the European Under-21 Championship were the key topics dealt with by the committee during the 2009/10 reporting period.

Preparations for UEFA EURO 2012 started with the competition regulations, which were recommended to the Executive Committee and issued in October 2009.

The bid process for UEFA EURO 2016 was an important topic for the committee. After the bid handover on 15 February 2010, the UEFA administration, together with the three appointed experts of the committee, evaluated the dossiers of the three candidates – France, Italy and Turkey. Further to the technical recommendation of the committee, the whole process was completed with the vote and subsequent announcement of France as UEFA EURO 2016 host nation at the official announcement ceremony which took place on 28 May 2010 in Geneva.

Finally, the committee took note of the review of the successful UEFA European Under-21 final tournament in 2009 in Sweden. With the 2009–11 Under-21 Championship well under way, the committee has also been regularly updated on preparations for the final tournament in 2011 in Denmark, as well as overseeing the bid for the 2013 final tournament and the regulations for the 2011–13 championship, which were recommended for approval.

Meetings: 3 September 2009 and 26 May 2010.

Chairman:	Gilberto Madaíl (Portugal)
Deputy Chairman:	Mircea Sandu (Romania)
1st Vice-Chairman:	David Triesman (England) *
2nd Vice-Chairman:	Nodar Akhalkatsi (Georgia)
3rd Vice-Chairman:	Armand Duka (Albania)
Members:	Harry Been (Netherlands)
	David Collins (Wales)
	Ivan Hašek (Czech Republic)
	Zdzisław Kręćina (Poland)
	Zoran Laković (Serbia)
	Alfred Ludwig (Austria)
	Wolfgang Niersbach (Germany)
	Campbell Ogilvie (Scotland)
	Zorislav Srebić (Croatia)

* Membership rescinded by The Football Association of England in August 2010. Replaced in autumn 2010 by Alex Horne (England).





Club Competitions Committee



High on the agenda of the Club Competitions Committee were the recently reviewed UEFA Champions League (UCL), the brand-new UEFA Europa League (UEL), the main club competition finals, the competition regulations and an early review of the formats for the next, 2012–15 cycle.

As expected, the new UCL access list gave more associations and domestic champions the possibility to play in this fantastic competition without affecting its sporting quality. Moreover, the UEL was a real success in its first season and positive feedback was received from all quarters.

Following the successful implementation of the new access lists for both club competitions and the start of the fully revamped UEFA Europa League, the focus of the committee turned to monitoring all the changes and looking into possible minor adjustments for the forthcoming cycle with a view to the continuous improvement of the club competitions.

A Club Competitions Committee working group was set up to focus on possible adaptations for the next, 2012–15 cycle. Its work focused in particular on the calendar and slight improvements to the UEL access list.

As usual, a large part of the committee's work was dedicated to the club competition regulations, which are the foundations of running the competitions and serve as a model for other competition regulations. An important change was notably recommended in the area of player eligibility.

Monitoring of the two main club competition finals and, particularly, of the new arrangements for the UCL Saturday final was another key focus. The matches in Hamburg and Madrid were wonderful football moments and the two fan-packed stadiums will remain as lasting images of UEFA competitions.

Finally, the committee was informed and updated about the development of the financial fair play concept, which received its full support.

Meetings: 27 August 2009 and 10 February 2010.

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

* European Club Association

** Replaced in September 2010 by Diogo Paiva Brandão (ECA*, Portugal)



Youth and Amateur Football Committee

The four youth final rounds staged in the reporting period showed again the growing interest in Europe in youth football.

The qualifying tournaments for the 1st Youth Olympic Games, staged in Singapore in August 2010, were successfully organised in Nyon.

The new brand identification project introduced at the four youth final rounds was very well perceived and contributed to the good atmosphere in the stadiums. At the European Under-17 Championship final round in Liechtenstein, the first match-fixing prevention sessions were organised and were well received.

Total attendances at the youth final rounds were excellent: over 100,000 spectators for the European Under-19 tournament in Ukraine, with 25,100 attending the final; 21,000 for the European Under-17 tournament in Liechtenstein; 26,000 for the European Women's Under-19 tournament in the former Yugoslav Republic of Macedonia (new record attendance of 8,000 at the opening match between the host nation and Spain); and 3,600 in Nyon for the four matches of the European Women's Under-17 tournament.

In the amateur football sector, 39 member associations entered the 2010/11 UEFA Regions' Cup. Key decisions taken by the committee included the extension of the duration of the UEFA Regions' Cup final round by one day and an improved mini-tournament financial contribution system for the four youth championships (provision of an additional € 2.3 million a year).

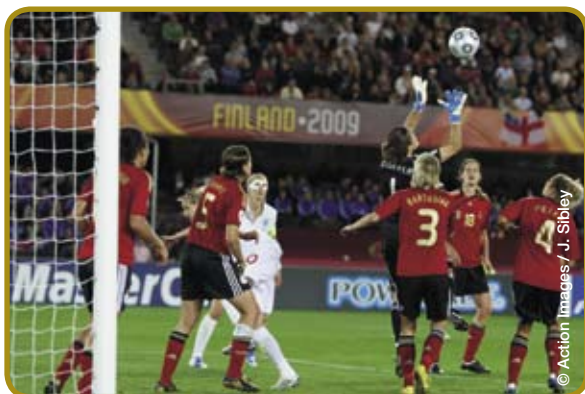
Meetings:

15 September 2009 and 12 February 2010.

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



Women's Football Committee



During the reporting period, the key areas under the committee's remit were the monitoring of the UEFA Women's EURO 2009, the UEFA Women's EURO 2013 bid procedure, monitoring of the inaugural UEFA Women's Champions League and the women's football development strategy.

The UEFA Women's EURO 2009 – the first European Women's Championship final round to be played with 12 teams – was a success. Also for the first time, a financial distribution was made to the finalist teams, for which the Women's Football Committee recommended the distribution model to the UEFA Executive Committee.

The bid process to host the UEFA Women's EURO 2013 started during the period under review, with the committee due to make its recommendation in September 2010.

The Women's Football Committee monitored the inaugural UEFA Women's Champions League, formerly the UEFA Women's Cup, which had been re-launched with a new name, format and identity. For the first time, the final was played as one match in the same city as the UEFA Champions League final, two days before. The committee recommended to the Finance Committee a distribution model for bonus payments to the two finalist clubs. The committee also recommended the regulations for the 2010/11 competition.

Strategies for the UEFA Women's EURO and UEFA Women's Champions League for the next three seasons were approved, and the committee discussed a first draft of a development strategy for women's football.

Meetings:
1 September 2009 and 11 February 2010.

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

Futsal and Beach Soccer Committee

The main topics dealt with by the Futsal and Beach Soccer Committee during the reporting period were the monitoring of the final round of the UEFA European Futsal Championship in 2010 in Hungary, the bid procedure and initial preparations for the UEFA Futsal EURO 2012, the UEFA Futsal Cup competition regulations, and competition strategies for 2009–12.

The UEFA Futsal EURO 2010, staged in Budapest and Debrecen, was the first to be played with 12 teams and was on the whole a very positive first experience. The same format will be applied in 2012.

The committee oversaw the bid for the UEFA Futsal EURO 2012 and recommended the appointment of Croatia as host nation. The tournament will take place in Zagreb and Split in February 2012.

The UEFA Futsal Cup took another step forward in terms of quality and figures. The finals took place in Lisbon in April 2010. The final match attracted 9,400 spectators (record attendance for a UEFA futsal match) to the Pavilhão Atlântico. The home club, Benfica, beat Interviú Madrid 3-2 after extra time.

Meetings:

2 September 2009 and 11 February 2010.

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





HatTrick Committee



The committee's priorities were to assess the feasibility of projects submitted for HatTrick II funding and to define the future scope of HatTrick III, the next four-year cycle commencing in 2012. With the committee also being responsible for the KISS (Knowledge Information Sharing Scenario) programme, it is also kept abreast of recent knowledge-sharing activities coordinated by the UEFA administration.

At the time of reporting, 74% of HatTrick II funds had been allocated to the national associations and all but one national association had used all the funds remaining from the previous HatTrick I cycle. At its last meeting of the reporting period, on 4 May 2010, the committee:

- approved ten investment programme projects and eight social programme projects (total amount of € 11,919,470)
- allocated remaining HatTrick I funds (six projects), leaving only one association with an outstanding balance

The UEFA administration presented the following topics to the committee, which formed the basis of a brainstorming discussion on the future scope of HatTrick III:

- HatTrick investment programme and solidarity payments: statistical analysis of the current and previous cycle
- jubilee mini-pitch programme: efficiency of the project
- KISS activities to date: workshops, visits, story-telling, seminars, KISS online platform
- women's football development strategy proposal

The brainstorming session reached the following conclusions:

- maintain flexibility and prudence with guidelines (but with political guidance)
- give priority to investment projects (construction)
- regulate the percentage invested by stakeholders
- need for a project to be a sustainable investment (include follow-up procedures)
- women's football incentive to focus on grassroots – UEFA should give a political signal
- encourage national associations to invest more in grassroots

Meetings: 10 November 2009 and 4 May 2010.

Chairman:	Allan Hansen (Denmark)
Deputy Chairman:	František Laurinec (Slovakia)
1st Vice-Chairman:	Costakis Koutsokoumnis (Cyprus)
2nd Vice-Chairman:	Sondre Kåfjord (Norway)
3rd Vice-Chairman:	Leo Windtner (Austria)
Members:	Gusztav Bienerth (Hungary)*
	Ângelo Brou (Portugal)
	Michail Kassabov (Bulgaria)
	Levent Kizil (Turkey)
	Mirosław Malinowski (Poland)
	Juan Padron Morales (Spain)
	Mark J. O'Leary (Republic of Ireland)
	Ucha Ugulava (Georgia)

* Membership rescinded by the relevant national association in December 2010.

Development and Technical Assistance Committee



During the 2009/10 season, new Coaching Convention Directives were finalised and the UEFA Grassroots Charter four-level star system was reviewed under the guidance of the Development and Technical Assistance Committee.

These two areas remain a key priority. Specific events for different coaching target groups also fell under the committee's responsibility.

The committee was fully supportive of the launch of the first ever UEFA Grassroots Day linked to the UEFA Champions League final in Madrid. The web campaign in the build-up to the event also triggered many activities in the member associations. Further promotional activities such as the summer campaign were slightly modified compared with the past and well received.

In the second season of the UEFA Study Group Scheme, 1,700 technicians participated in some 153 seminar opportunities. The committee closely

monitored the implementation of the scheme, including by attending some of the visits. The seminars continue to focus on coach education, elite youth, women's and grassroots football. The committee appreciates this scheme as a beneficial project which is complementary to the technical education programme as a whole.

Finally, the committee dedicated considerable time to discussions shedding more light on the importance of national teams and a country's football identity. Methods to further develop and maintain this important aspect of the game were raised.

Meetings:

23 September 2009 and 9 February 2010.

Chairman:	Vitaly Mutko (Russia)
Deputy Chairman:	Theo Zwanziger (Germany)
1st Vice-Chairman:	Vlatko Marković (Croatia)
2nd Vice-Chairman:	Istvan Kisteleki (Hungary)*
3rd Vice-Chairman:	Paul Philipp (Luxembourg)
Members:	Trevor Brooking (England)
	Sergio Di Cesare (Italy)
	Iljo Dominković (Bosnia and Herzegovina)
	Jerzy Engel (Poland)
	Janis Mežeckis (Latvia)
	Isak Mikladal (Faroe Islands)**
	Philip Pritchard (Wales)
	Daniel Claudiu Prodan (Romania)
	Mordechai Shpigler (Israel)
	Raimondas Statkevičius (Lithuania)

* Membership rescinded by the relevant national association – replaced in autumn 2010 by Sándor Csányi (Hungary).

** Membership rescinded by the relevant national association in spring 2010.



Club Licensing Committee

The Club Licensing Committee approved the work programme for 2009-11 and received an update from the UEFA administration on the last club licensing cycle as well as on the financial fair play concept.

In total, 608 clubs underwent the licensing procedure for entering the 2009/10 UEFA competitions and 40 national associations also implemented a licensing system for clubs to enter the domestic competitions. This figure should increase to 50 in the 2010/11 season. This demonstrates the importance of the licensing system among national associations as a tool to improve good governance in football.

Financial fair play represented the topical subject of the work programme of the committee. The economic crisis highlighted the financial problems of some clubs that extend beyond national borders and require a European solution. The committee received presentations and reports on the financial fair play concept.

The concept is aimed at encouraging clubs to compete with their own revenues and improve the long-term financial stability of club football. The implementation of the financial fair play concept is a UEFA priority for the years ahead.

The Club Licensing Committee Bureau met on 6 May 2010 to study the proposed new financial fair play rules in detail and unanimously recommended that the UEFA Executive Committee approve the UEFA Club Licensing and Financial Fair Play Regulations (2010 edition).

Meetings: 2 September 2009 and 2 March 2010.

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



Stadium and Security Committee



Stadium infrastructure as well as safety and security play an important role in European football. Matches should be hosted in a safe, secure and welcoming environment in order to allow football to take centre stage. During the 2009/10 season, the committee continued to work hard on the development and implementation of the UEFA stadium and security policies and regulations.

A bureau was formed and the UEFA Stadium Infrastructure Regulations were revised, with the new edition coming into force in June 2010. Furthermore, guidelines and recommendations with regard to the use of stadiums with a permanently closed roof were introduced.

The activities of the stadium and security unit related to inspections, security monitoring and workshops were welcomed by the committee. Knowledge-sharing and constant support encouraged the national associations to continue educating their experts and affiliated clubs and developing in the field of stadium infrastructure and safety and security management. Ensuring that every national association has a suitable stadium for staging national A team and club competitions matches became a target.

Preparations for UEFA EURO 2012 were closely monitored and as a result of extensive collaboration with the EU, the action plan of its working programme for the training of police and safety and security officers will give priority to Poland and Ukraine. The committee took positive note of the enhanced cooperation between UEFA and the EU shown also by the joint organisation of the annual UEFA Champions League and UEFA Europa League safety and security meeting.

Meetings:
7 September 2009 and 10 February 2010.

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



Medical Committee



During the 2009/10 season, the Medical Committee held one meeting, in Stockholm, linked to the 5th UEFA Medical Symposium. The interaction between football, medicine and sports science was the event's central focus and it offered the national association team doctors and medical representatives of top European clubs a platform for networking and exchange. The Medicine Matters newsletter covered this event.

The committee monitored anti-doping activities conducted by the relevant panel, discussed updated doping issues such as whereabouts for out-of-competition testing, a specific gravity study and changes to the 2010 prohibited list and the latest regulations. The committee also oversaw the educational anti-doping sessions at age-limit competitions.

This expert group contributed again to a vast research spectrum: the UEFA injury studies continue to be beneficial for the football medicine

field. The UEFA Futsal EURO was studied for the first time and the Nordic football injury audit is being monitored. A significant contribution was made to a joint study with FIFA related to football in extreme environments. A standardised document for the medical examination of referees has been finalised and a draft football doctor qualification project has been examined and a pilot seminar is envisaged.

Furthermore, a UEFA online medical records database for staff and officials travelling to EURO 2012 is under discussion to assist in a medical emergency. Finally, the committee decided on the composition of an Emergency & Medical Advisory Sub-Group.

Meeting: 12 February 2010.

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)
	Prof. Mehmet S. Binnet (Turkey)
	Dr José Henrique Da Costa Jones (Portugal)
	Dr Ioannis Economides (Greece)
	Prof. Andrea Ferretti (Italy)
	Dr Helena Herrero (Spain)
	Prof. Wilfried Kindermann (Germany)
	Dr Jacques Liénard (France)
	Dr Juan Carlos Miralles (Andorra)

Players' Status, Transfer and Agents and Match Agents Committee

The committee considered matters such as the changes made to the FIFA Regulations on the Status and Transfer of Players in relation to the protection of minors, especially as far as the use of the Transfer Matching System (TMS) is concerned.

It discussed the Court of Arbitration for Sport (CAS) award in the Matuzalem case (unilateral termination of an employment contract by the player without just cause and outside the protected period) and welcomed this award insofar as it reduces the negative impact of the previous CAS award in the similar Webster case; in this respect, it also agreed to follow carefully any future awards to be adjudicated by the CAS in similar cases.

It also discussed the Olivier Bernard case (training compensation for clubs) which was ruled on by the Court of Justice of the European Union on 16 March 2010 (recognising that restrictions on the free movement of workers may be justified in order to encourage training and recruitment of young players) and the ongoing reform of the FIFA

players' agents system. It was informed about the European social dialogue and discussed, in particular, the minimum requirements for standard professional player contracts. Finally, through its sub-committee dealing with issues related to match agents, it approved 29 new UEFA licences and renewed six UEFA licences during the 2009/10 season.

Meeting: 12 November 2009.

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





Legal Committee

The Legal Committee prepared the amendments to the UEFA Statutes which were submitted to the UEFA Executive Committee and adopted by the UEFA Congress in Tel Aviv on 25 March 2010. These amendments sought, among other purposes, to strengthen the autonomy of the member associations, to codify current practices (e.g. the President of UEFA does not have to hold an active office in his national association), to denominate annual dues from the member associations in euros instead of Swiss francs, to update the list of UEFA competitions, to clarify the provisions regarding prohibited relations, and also to enshrine within the statutes the principle of promotion and relegation and the concept of community football service as a disciplinary measure.

It examined the changes made to the FIFA Regulations on the Status and Transfer of Players in relation to the protection of minors and discussed the ongoing reform of the FIFA players' agents system, which is based on the new concept of intermediaries. It welcomed the Court of Arbitration for Sport (CAS) award in the Matuzalem case and discussed the European Court of Justice (ECJ) ruling in the Santa Casa da Misericórdia de Lisboa case (protecting the state betting monopoly under certain circumstances).

The committee continued to exchange views on an important case at the European Court of Justice (QC Leisure) which could radically change the way in which media rights are sold, and discussed the Olivier Bernard case. Finally, it was informed about the European social dialogue and discussed, in particular, the minimum requirements for standard professional player contracts.

Meeting: 9 November 2009

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

* Membership rescinded in autumn 2010 by the relevant football association.



Marketing Advisory Committee



At its November 2009 meeting, the Marketing Advisory Committee agreed on the working programme for 2009–11. There have been exchanges on interesting issues such as current media and commercial trends and their anticipated evolution, the creation and ongoing development of UEFA Events SA, considered as a constructive step in allowing the UEFA administration to fully focus on football. The committee also received updates on the ongoing TV rights and sponsor sales for UEFA EURO 2012, while the brand positioning and visual identity of the competition was explained.

An extraordinary meeting of the committee was called in May 2010 to explain the organisational changes affecting the marketing-related activities of UEFA and UEFA Events SA.

While this topic was the main issue of the meeting, the ongoing club competition marketing strategy concept for the new 2012–15 cycle was also presented.

In addition, the HatTrick and KISS marketing activities were reviewed and the committee members participating in the programmes and workshops confirmed the benefits of sharing information through that platform.

The past year proved to be an exciting year in terms of changes, and with the new challenges that lie ahead, close collaboration with the committee members will continue by keeping them regularly informed of ongoing developments and addressing any issues at stake.

Meetings: 10 November 2009 and 4 May 2010.

Chairman:	František Laurinec (Slovakia)
Deputy Chairman:	Liutauras Varanavičius (Lithuania)
1st Vice-Chairman:	Guntis Indriksons (Latvia)
2nd Vice-Chairman:	Ivan Simič (Slovenia)
3rd Vice-Chairman:	Lutfi Arboğan (Turkey)
Members:	Ioannis Farfarellis (Greece)
	Atanas Furnadzhiev (Bulgaria)
	Javid Garayev (Azerbaijan)
	Jonathan Hill (England)*
	Kuanysh Kanapyanov (Kazakhstan)
	Erik Loe (Norway)*
	Jindřich Rajchl (Czech Republic)
	Alexander Slutski (Belarus)

* Membership rescinded by the relevant national association at the beginning of 2010.



Media Committee



The committee agreed on the work programme for 2009–11 that included continued collaboration with national associations on the recruitment of new UEFA media officers for use at UEFA tournaments; further exchange of information on topics for the agenda of the planned media seminar; more analysis and discussion on the proposed media network meetings; and discussions on the changing face of ‘new’ media.

The committee received a presentation on the launch of the new UEFA.com, including the proposal that there should be more national association representation on the site. This wish has since become a reality via the specific section reserved for national association news on the website.

The committee also approved the first ever national association-only media seminar, which was subsequently held in Nyon on 4/5 February 2010. The result was that over 50 participants from 34 national associations took part in a hugely interesting seminar over two days on a variety of subjects, including two fascinating presentations: one on the rapidly changing face of social networking sites as major communication tools and the other on the importance of planning for crisis communications.

Finally, the committee discussed the opportunities of and how to progress with a series of media network meetings with national associations, the objective of which is to bring UEFA issues closer to national associations, while projecting UEFA support towards the associations and their domestic media.

Meeting: 11 November 2009.

Chairman:	Liutauras Varanavičius (Lithuania)
Deputy Chairman:	Michel D'Hooghe (Belgium)
1st Vice-Chairman:	Henadz Niavyhlas (Belarus)
2nd Vice-Chairman:	Adilbek Jaxybekov (Kazakhstan)
3rd Vice-Chairman:	Ralph Zloczower (Switzerland)
Members:	Nicolai Cebotari (Moldova)
	Onofre Costa (Portugal)
	Momir Djurdjevac (Montenegro)
	Thórir Hákonarson (Iceland)
	Alex Manfré (Malta)
	Armen Melikbekyan (Armenia)
	Roland Ospelt (Liechtenstein)
	Rudolf Řepka (Czech Republic)
	Antonello Valentini (Italy)

Fair Play and Social Responsibility Committee

UEFA continued to reinforce its fair play and social responsibility strategy during the past year, knowing that UEFA has a prominent role to play in promoting social cohesion in Europe that extends beyond football. The Fair Play and Social Responsibility Committee continued to endorse the projects of the UEFA social responsibility core and ad hoc partners in the strategic fields of peace and reconciliation, football for all (abilities), health, humanitarian aid, racism and discrimination, and the environment.

UEFA competitions provided a perfect platform for the systematic promotion of the Respect campaign both on and off the field. The 30-second Respect TV advert, aired during the 2009/10 UEFA Champions League, reinforced the campaign.

The first ever Football, Host Cities and Respect (Fan Hosting) seminar on 1 and 2 February 2010 in Barcelona was well received by clubs, cities and fans. The seminar identified scope for improvements around UEFA club competition qualifying and group matches. In parallel, work continued with the different European supporter organisations to listen to their feedback and views.

The UEFA flight emissions offset scheme, with a geothermal power plant as a compensation project, was successfully implemented in its first year.

UEFA member associations were not forgotten either. UEFA gave financial assistance to aid recovery after natural disasters, such as following the floods in the Czech Republic which affected 21 clubs, and followed up on a request from the Icelandic FA for a prison mini-pitch pilot project.



The committee nominated the United Nations Office on Sport for Development and Peace (UNOSDP) for the Monaco 2010 charity award.

Finally, the Fair Play and Social Responsibility Committee continued to follow updates on social responsibility projects in view of UEFA EURO 2012.

Meetings:

12 November 2009 and 12 May 2010 (bureau).

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



Football Committee



Based on the individual high-profile playing backgrounds, this expert group has the task of initiating discussions regarding the development of the game in general and specific technical issues of importance, focusing last season on topics such as penalty incidents, player behaviour, national identity, pitch priorities, gamesmanship and player-of-the-match awards. Succinct recommendations resulted.

The committee evaluated the additional assistant referee experiment, expressed its support and agreed that the benefits were obvious.

In relation to the pitch, the committee recommended specific improvements in terms of watering, size, grass height and grass cutting.

As a reference, gamesmanship was defined as the art of trying to win games or to defeat an opponent by cunning practices without actually cheating. Intense discussions on the subject took place.

Basic selection criteria were defined for player of the match awards, suggesting that these be introduced as a concept which should be used in all UEFA competitions (finals).

The committee also recognised the challenge faced by the national associations in maintaining and developing their respective football identities, and encouraged them to further invest in well-structured player development and coach education programmes. Particular attention in this context was also paid to the issue of player release.

And finally, the recent club competition modifications were welcomed from a technical angle.

Meetings: 11 November 2009 and 12 May 2010.

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

* Membership rescinded by the relevant national association at the beginning of 2010.

II:
**REPORT OF THE
UEFA ADMINISTRATION**

1 July 2009 – 30 June 2010





Foreword

The 2009/10 campaign was a challenging one for the UEFA administration. The core task was to organise the 1,420 games of football played under UEFA auspices in 13 competitions. Over half of them (794) were in club competitions, including 103 fixtures in the new UEFA Women's Champions League. Taking into account qualifying rounds, 477 matches were played in the inaugural edition of the UEFA Europa League, which led to a very attractive final in Hamburg and which, it can truthfully be said, exceeded expectations in terms of acceptance, popularity and television audiences. The UEFA Champions League had a new and attractive twist to its tail, with a final staged, for the first time, on a Saturday. Also for the first time, the women's final was played in the same city – as was an Under-18 Challenge between the two finalist clubs – and a wide range of grassroots events and activities were pegged to the main event in Madrid. Other UEFA competitions featured 99 mini-tournaments staged at venues in the territories of 43 different national associations. A total of 837 disciplinary cases were dealt with, 28 of which were subsequently referred to the Appeals Body. While footballs were rolling all over the continent, UEFA was also engaged in a profound restructuring – a physical manifestation of which was the occupation of additional office premises at La Clairière.

This has allowed UEFA Media Technologies SA, formerly a separate company, to be more rationally distributed and integrated into the Communications and Services divisions. The new building has also become home to UEFA Events SA, a company which has been created with a view to allowing UEFA's central administration to focus more specifically on football matters, support for national associations and sports-politics issues. David Taylor's appointment as CEO of the new company on 1 October 2009 meant that I made my debut as UEFA's general secretary in mid-season. Amid such significant



changes, the challenge is therefore to use broad brushstrokes but, at the same time, to paint, in the following pages, a complete picture of an eventful and stimulating campaign.

Gianni Infantino

UEFA administration

Gianni Infantino (General Secretary)

Directors:

Alasdair Bell (Legal Affairs)

Alexandre Fourtoy (Communications)

Stéphane Igolen (Services)

Josef Koller (Finance)

Giorgio Marchetti (Competitions)

Theodore Theodoridis (National Associations)



Competitions for national teams

European Football Championship



Preparations for UEFA EURO 2012 accelerated and intensified after ratification by the Executive Committee of Kyiv as the venue for the final and of the other Ukrainian cities of Donetsk, Kharkiv and Lviv as venues for group games.

Distribution of the business plan and the master project plan early in the 2009/10 campaign allowed project management to get into top gear, while a series of on-site meetings and workshops promoted team-building and cooperation among the host cities, with due emphasis on commercial and promotional aspects, including the official fan zones. Extensive safety and security reviews were also conducted in conjunction with all the relevant stakeholders in Poland and Ukraine.

On 14 December 2009, the colourful tournament logo was unveiled by the presidents of UEFA and the two host associations at Mykhailivska Square

in Kyiv in the presence of some 160 media representatives and a guest list of 150 which included the Ukrainian president and prime minister. At the same ceremony, the Creating History Together slogan, devised in conjunction with the host associations and endorsed by a fan survey, was also officially launched.

The first major EURO 2012 event was the draw for the qualifying phase staged at the Palace of Culture in Warsaw on 7 February 2010. The theme was 50 Years of Magic, commemorating the 50th anniversary of the first European Football Championship final won by the USSR in Paris in 1960. UEFA's TV production unit delivered host broadcast services at the draw, in partnership with the Polish rights-holder, TVP. Major media facilities were put in place for 142 TV and radio networks, 166 written press reporters and 46 photographers, with nine interview areas – one per group –

built one level up from the draw hall. After the draw, five groups agreed on a match calendar but, with the other four failing to reach agreements, the fixture list for the qualifying phase was completed by another draw after the UEFA Congress in Tel Aviv.

Sales of media rights progressed steadily throughout the season. An agreement with the EBU (European Broadcasting Union) covering 36 European territories was concluded, followed by a series of individual deals in other territories and a contract with the Sportfive agency to sell rights in specified non-European markets. On the commercial front, adidas, Carlsberg, Castrol, Coca-Cola, Hyundai-Kia and McDonald's began to profile their programmes for the event, while Warner Bros. having been appointed, in June 2010, as global licensing partners, were finalising character designs for the EURO 2012 mascots.

Two years to go events were organised in both host countries on 8 June 2010 and, as the sense of immediacy increased, UEFA continued to

monitor progress on infrastructures related to the final tournament which, in some areas, continued to be a cause of concern.

In parallel, the bidding process for UEFA EURO 2016 was being conducted and concluded. The submission of bids by France, Italy and Turkey at a ceremony staged on 15 February heralded an evaluation process which involved some 20 members of UEFA staff and a number of external experts. Workshops were staged, official visits were made to the three national associations during April 2010 and various UEFA and UEFA Events SA units reviewed all the bid documents before evaluations were discussed by the candidates themselves, published on UEFA.com and, ultimately, submitted to the Executive Committee. Immediately after the decision taken on 28 May 2010, work began on establishing working relationships with the French Football Federation and ensuring that the contractual milestones of the staging agreement were being correctly laid.





European Women's Championship



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The first 12-team final tournament was successfully staged, from 23 August to 10 September 2009, at five venues in Finland: two in Helsinki and one apiece in Lahti, Tampere and Turku, with the finalists drawn into three mini-leagues of four. The cumulative attendance figure was 129,955 at an average of 5,198 per match – a very high figure within Finnish parameters. TV coverage was substantial and the involvement of UEFA's Eurotop partners (the sponsors involved in the men's, women's, futsal and Under-21 European Championship final tournaments) created a lively atmosphere and, in Tampere and at the Olympic Stadium in Helsinki, arranged a variety of football-based activities, while the Finnish national association made full use of the event to promote women's football at grassroots level. Three additional event partners were on board, along with four retail and media-related sponsors who helped to promote an event at which financial targets were exceeded. The spectacular final, in

which Germany beat England 6-2 to take the title for the fifth time in a row, attracted a TV audience of over 10 million viewers (compared with 5.6m in 2005). The 1.1m daily visitors to UEFA.com and the 361 hours of TV coverage dedicated to the event tripled the 2005 figures – as did licensing revenue.

A thorough post-event debrief involving UEFA and LOC personnel was staged in Nyon, and UEFA's HQ was also the venue for the first UEFA Women's National Team Coaches Conference in late November, when questions were posed about the three-group format but unanimous applause was given to the expansion of the final tournament and the additional development opportunities it afforded.

In October, the bidding process for the UEFA Women's EURO 2013 was initiated. On the 15 June 2010 deadline, bids were submitted by

the Netherlands and Sweden which, as the campaign closed, were being evaluated by the UEFA administration with a view to submitting recommendations to the Executive Committee in October 2010.

European Under-21 Championship

Preparations for the 2011 final tournament in Denmark intensified as the qualifying campaign progressed and site visits to the host cities (Aalborg, Aarhus, Herning and Viborg) were conducted. By the end of the 2009/10 campaign, meetings had taken place with a number of potential event sponsors (to join the Eurotop global partners) and two contracts had already been drafted. For the first time, ex-European media rights for the Under-21 Championship were included in the EURO 2012 media rights package, which lays foundations for greatly enhanced worldwide exposure of the final tournament.

In the meantime, eight national associations had declared interest in hosting the 2013 final tournament, with the deadline for submitting definitive bids set for September 2010 prior to the final decision by the UEFA Executive Committee.

European Futsal Championship

The first 12-team final tournament was staged in Hungary in January 2010, with some 235km separating the two centres in Budapest and Debrecen. Unlike the formula adopted for the UEFA Women's EURO 2009 finals, the finalists were drawn into four groups of three. The format implied that only one game was played in each group on a single matchday and that teams had either two or four days between their two group fixtures. However, there were no irrelevant matches and the additional development opportunities were warmly welcomed. Matches were played on state-of-the-art black surfaces which were attractive to TV audiences. Participation by Eurotop partners also helped to create a big-event atmosphere and, even though the hosts

were eliminated after two games and the snow and ice were an encouragement to stay at home, attendances totalled 58,851, with 4,845 spectators watching the final in Debrecen. They were rewarded with excitement and drama, with three of the quarter-finals and one semi-final going to penalty shoot-outs. In a thrilling Iberian final, Spain beat Portugal 4-2 to take the title for the third time in a row and the fifth since European competitions were introduced.

Site visits had been conducted prior to the tournament and, to coincide with the draw for the final round, staged in Debrecen on 24 September 2009, a partner workshop was organised in Budapest for the global and local sponsors. A full range of licensed products was available at retail, online and stadium outlets, with adidas, in particular, offering specifically designed items. A host city dressing programme was implemented and comprehensive entertainment and promotion projects laid the foundations for a highly successful event.

In the meantime, the UEFA administration was carrying out inspections in Belgium, Croatia and the former Yugoslav Republic of Macedonia with a view to evaluating bids to stage the 2012 finals. The process culminated in the appointment of Croatia as the hosts for the next final tournament.





Youth development competitions

A total of 73 mini-tournaments were staged during the qualifying phases of the 2009/10 youth development competitions. The finals of both women's tournaments and the men's Under-19s also served to determine Europe's representatives at forthcoming FIFA World Cups.

Qualifying and elite round draws for all competitions were staged at UEFA's headquarters in Nyon and, in December 2009, an event attached to the Under-19 and Under-17 draws was the presentation to the German national association of the Maurice Burlaz Trophy – the award given, since 1990, to the association with the best results at Under-17 and Under-19 levels.

European Under-19 Championship

Ukraine took the first title of the 2009/10 administrative period by beating England in the final played on their home soil in Donetsk on 2 August 2009. A crowd of 25,100 brought the total for the tournament to over 100,000, setting a new record at Under-19 level. Nine of the 15 matches were televised and a total of 163 media accreditations were issued.

The remainder of the campaign was dedicated to preparations for the 2010 final tournament to be

staged at five venues in the Lower Normandy region of France, culminating in the draw for the final tournament in which Michel Hidalgo, coach of the European champions of 1984, and current Under-21 international Sébastien Corchia had roles to play.

European Women's Under-19 Championship

Due to the dates fixed for the FIFA Under-20 Women's World Cup, the Under-19 finals had to be moved forward from the habitual period in July. The final tournament was the first major event to be staged in the former Yugoslav Republic of Macedonia and an anecdotal prologue was written on 16 April when, due to the disruption to air traffic caused by the cloud of volcanic ash, representatives of the seven visiting teams were unable to reach Skopje to attend the draw for the final tournament.

After this initial contretemps, the event was successfully organised at four venues (three in Skopje and one in nearby Kumanovo), with the host association readily accepting 'outsider' status and using the tournament to promote the women's game at grassroots level. The hosts' opening match against Spain was watched by a crowd of 8,000 – a competition record – and the tournament average was a healthy 1,660. In a highly competitive event, both semi-finals were decided by penalty shoot-outs, with France bouncing back from a defeat in the opening game to beat the defending champions, England, 2-1 in the final.





European Under-17 Championship

The 2009/10 campaign was marked by the unprecedented decision by the hosts to withdraw their team from the competition. The move by the national association of Liechtenstein obliged the UEFA administration to modify the qualifying process at the elite round stage, with the result that the best runner-up joined the seven group winners at the final tournament. This turned out to be France – who went on to reach the semi-finals.

Despite the withdrawal of their team, the Liechtenstein Football Association was happy to stage the final tournament from 18 to 30 May – and did so with great enthusiasm. A cumulative attendance of 20,968 was eminently respectable if measured against Liechtenstein's modest population of 35,000. The 14 matches leading up to the final were played as double-headers at two venues, in Eschen-Mauren and the capital, Vaduz, where stadium capacities were 2,000 and 6,127 respectively. The parameters of the small principality meant that, unusually, the eight finalists were accommodated in as many hotels. In an evenly balanced final, England emerged as 2-1 winners over Spain to take the Under-17 title for the first time.

In the meantime, the dates (in June 2011) chosen for the FIFA Under-17 World Cup had repercussions for the 2011 UEFA finals to be hosted by Serbia. The final tournament was therefore brought forward to the first two weeks in May and preparation schedules adjusted accordingly.

European Women's Under-17 Championship

The third four-team final tournament was staged, like its two predecessors, at the Colovray stadium adjacent to UEFA's headquarters in Nyon, allowing UEFA staff to play a wide variety of roles in the organisational and logistical aspects of an event which was expanded by an extra day to run from 22 to 26 June 2010. Germany and Spain, gold and silver medallists in 2009, were joined by debutantes from the Netherlands and the Republic of Ireland, with the Irish making waves by eliminating the previously invincible Germans in the semi-final. The Dutch, 3-0 losers to Spain in the other semi-final, were then beaten by the same scoreline in a bronze-medal match against the Germans, which allowed the latter to complete the European line-up at the subsequent FIFA World Cup staged in Trinidad & Tobago in September 2010. The Irish, although second-best in terms of possession and scoring chances, played 100 minutes of goal-less football in the final against Spain, only to be defeated 4-1 in the decisive penalty shoot-out. Unusually, the four-match final tournament produced only 7 goals, compared with 18 in 2009.



Club competitions

In an intensive season, the highly visible tip of the iceberg was the inauguration of the UEFA Europa League and the UEFA Women's Champions League. But, beneath the surface, there was a huge volume of administrative change. During the summer of 2009, the competition administration unit was transformed into a more efficient match operations unit, with the new match operations centre at UEFA's HQ in Nyon serving as a hub for the flow of information between match officers and UEFA divisions. The introduction of the match operations centre permitted pre-match updates to be supplied to match delegates, in-depth monitoring of match operations, early warning on potential match-threatening issues and reliable information on match incidents passed immediately to the appropriate UEFA personnel and divisions. The objective was to ensure that the UEFA administration and match officers are optimally prepared for potential incidents and equipped to offer swift, measured and consistent responses. The first season suggested that this objective had been attained.

The new competition format and the revised access paths meant that draw procedures and seeding systems were reviewed in order to cope with the changes. A total of 417 club matches were played in a peak period between July and September 2009, compared with 342 in 2008. The need to deploy some 160 delegates for the overall total of 744 fixtures played during the first

quarter of the exercise prompted a review in which 23 delegates were removed from the squad for a variety of reasons and 58 – 39 men and 19 women – were provisionally added on the basis of recommendations by national associations. A course for new delegates in Nyon on 23/24 September was attended by 51 candidates; 221 delegates were appointed during the second quarter of the administrative year; and newcomers had their status confirmed after evaluations by mentors. In 2010, a revised, more practical, delegates' manual was finalised and distributed. Ten draw ceremonies, many of them featuring UEFA's ambassadors for the finals (Emilio Butragueño for Madrid and Uwe Seeler for Hamburg) were staged in Nyon during the campaign, with workshops for team representatives attached to them.

In commercial terms, the season ushered in a new three-year cycle in which sales of rights in the first year registered an increase of 35% compared with the previous UEFA Champions League cycle. This was partly attributable to the addition of the play-off round to the centrally marketed package but, comparing like with like, the increase is, nonetheless, 28%. Like-with-like comparisons in the newly born UEFA Europa League are impossible (the centralised segment having increased from 12 UEFA Cup matches plus the UEFA Super Cup to a total of 205 games in the new competition) but income has significantly exceeded expectations.



UEFA Champions League

As a result of the new access routes, 18 domestic champions took part, compared with 15 in the previous season, and the starting grid for the group stage featured eight debutants. But the first act of the campaign had been to prepare for the final. On 3 July 2009, UEFA and the local organising committee met for a first planning meeting at the Estadio Santiago Bernabéu in Madrid. This was followed by five site visits involving all stakeholders in the event.

The design for the final was unveiled at a high media-profile event at the Spanish association's headquarters on 20 November 2009. Ticket sales were launched at another event in Madrid on 5 March, with over 260,000 requests subsequently received when 11,000 tickets were made available for sale via UEFA.com from 8 to 19 March. The

UEFA Champions League trophy was returned by FC Barcelona and handed to the city of Madrid at a cup handover ceremony on 16 April.

The new commercial cycle, in which UniCredit made a debut as a sponsor along with a large number of new broadcast partners, made a successful start with, for the first time, the play-off matches integrated into the centrally marketed package.

Among the innovations of the 2009/10 season was the distribution of first knockout round matches between two different weeks, which contributed to a rise in TV viewing figures. For the first time in the competition's 54-year history, the final was played on a Saturday, granting the teams greater preparation time and allow-



ing the event to become more family-orientated, with family packages of tickets available. The final between FC Bayern München and FC Internazionale Milano was preceded by a match between the clubs' Under-18 teams staged at the Estadio Alfredo Di Stéfano in Madrid three days before the senior final as part of an entire week dedicated to footballing activities. These ranged from grassroots level at the base of the footballing pyramid to its peak – the UEFA Champions League final, in which FC Internazionale ended their 45-year wait for European football's top club prize.

UEFA Europa League

The inaugural season was an outstanding success. The new name was accompanied by a new logo, new branding and a new anthem. Media rights were centralised as from the group phase and centralised sponsorship kicked in when the knockout rounds got under way, a presenting sponsor contract with SEAT having been signed in September 2009 to complete the sponsorship

programme for the 2009–12 cycle. A total of 477 matches were played in the new competition (272 in qualifying rounds) and UEFA's administration and operational services needed to be upgraded to deliver 24 fixtures per match night during the group phase, where 48 teams from 24 national associations took part – among them Belarus, Latvia and Moldova, who were making their debut.

The competition immediately became attractive to the public – as illustrated by analysis of free-to-air transmissions in 23 markets revealing increases in both group and knockout stages of almost 50% in TV audiences compared with the previous season's UEFA Cup. Attendance figures rose steadily from just under 50% of stadium capacity during the group stage to 75% and 85% during the first two knockout rounds.

Preparations for the first UEFA Europa League final began with a site survey in Hamburg in August 2009. A design and ticketing launch, featuring Horst Hrubesch, was staged on the last



day of November, with the German national association then receiving more than 30,000 ticket applications within three weeks. Ultimately, 65,000 requests for 14,000 seats meant that tickets had to be allocated by a draw. The trophy was presented by the UEFA President, Michel Platini, to the city of Hamburg at a cup handover ceremony on 13 April and, on 12 May, to Antonio López, the captain of the UEFA Europa League's first champions, Club Atlético de Madrid. Two goals by Diego Forlán, the second three minutes from the end of extra time, gave the Spanish club their 2-1 victory over Fulham FC, who had written the fairy tale of the inaugural campaign by travelling 31,006 kilometres between 30 July 2009 and 12 May 2010 to reach a final which provided a thrilling climax to a successful season.

UEFA Super Cup

The match on 28 August 2009 between FC Barcelona and FC Shakhtar Donetsk was the 13th UEFA Super Cup to be played in Monaco. But it was the first to be included in the UEFA Champions League package, with the result that TV viewing figures increased by 61% in the top six European markets to reach an audience of 11.8 million. FC Barcelona won 1-0 after extra time.

The Catalan club had also produced a winner on the previous day, when Lionel Messi, in addition



to taking the Best Forward prize, received the UEFA Club Footballer of the Year award, based on voting by the coaches of the top 16 teams in the UEFA Champions League. A special award was presented as a tribute to Paolo Maldini, while Manchester United FC's Edwin van der Sar, Chelsea FC's John Terry and FC Barcelona's Xavi Hernández also received awards in the goalkeeper, defender and midfielder categories during the televised ceremony in which the draw for the UEFA Champions League group stage was conducted. This formed part of the season kick-off package which represents one of the biggest and most varied events on the UEFA calendar, featuring not only the club competition draws but also a series of workshops and meetings involving clubs, sponsors and broadcast partners.

UEFA Women's Champions League

The brand-new competition kicked off with 28 of the 53 entrants disputing seven mini-tournaments, with the seven winners joining 25 automatic qualifiers in a draw staged in Nyon on 14 August 2009. From that point, the competition was based on home-and-away knockout ties, with the first single match final since the inaugural UEFA Women's Cup in 2002 bringing the total in the UEFA Women's Champions League to 103 fixtures. For the first time, the women's final was pegged to the men's event and was played in Getafe, on the outskirts of Madrid, two days prior to the UEFA Champions League final. A preliminary site visit to the Coliseum Alfonso Pérez was conducted in October 2009. A kick-off event was staged at the Teatro Federico García Lorca in Getafe, where ticketing procedures were launched, the official adidas matchball was unveiled and the trophy was handed to the mayor of Getafe.

The final between 1. FFC Potsdam and Olympique Lyonnais, watched by a crowd of 10,372 in an attractively branded and dressed stadium, remained goal-less for 120 minutes and was ultimately settled in the German club's favour by a dramatic 18-penalty shoot-out.



UEFA Futsal Cup

Once again, preliminary, main and elite rounds were played as mini-tournaments in order to determine the four finalists. Three of the successful clubs entered bids to stage the final tournament and, after site visits and evaluation reports, the Executive Committee decided that SL Benfica would be the hosts of the ninth final. The event was staged at the Pavilhão Atlântico in Lisbon but the draw for the semi-finals was conducted in the open air, in front of a crowd of 65,000 during the half-time interval of a top 11-a-side league match between SL Benfica and SC Braga at the Estádio da Luz. The draw was followed by a workshop for

the finalists, who included newcomers Araz Naxçivan of Azerbaijan and Italian side Luparense C5 alongside the hosts and the three-time champions, Interviú Madrid. For the first time, the event had a presenting sponsor and a new competition record was set when 9,400 spectators watched an Iberian final which mirrored that of the European Futsal Championship for national teams. The game between SL Benfica and Interviú Madrid went to extra time, during which a spectacular goal gave the hosts a 3-2 victory in a highly successful event.



Grassroots football

The sixth edition of UEFA's Summer of Grassroots Football programme allowed the number of participants since the project was launched in 2004 to increase to more than 14 million. During the summer of 2009, grassroots activities were enhanced by the events pegged to the UEFA Women's EURO 2009 in Finland, where UEFA helped to fund events aimed at developing the game at grassroots level. The UEFA Grassroots Charter continued to flourish with, by the end of 2009, 47 national associations sharing 117 'grassroots stars' based on projects and achievements in specific fields.

However, the most significant development was the introduction of the UEFA Grassroots Day aimed at highlighting the relevance of grassroots football in modern society. The first was staged on 19 May 2010, when a series of special events in Madrid during the run-up to the UEFA Champions League final triggered activities on an unprecedented scale right across the continent. As preparation for the event, a dedicated website was launched in February to showcase national association activities and disseminate educational material based on 'teamwork' themes.

Grassroots ambassadors Luís Figo, Fernando Hierro and Raúl were involved in the activities in Madrid, where the Grassroots Day Award winners from Belarus, Moldova and Ukraine were announced and a mini-pitch was donated to the city authorities in Getafe. Moving the UEFA Champions League final to Saturday opened the door for a full week of grassroots activities at the Champions Festival which was set up in the park at El Retiro, where big names helped to bring the peak and the broad base of the game closer together.



Youth Olympic Games

UEFA received a request to provide two European qualifiers for the event which was to be staged in Singapore in August 2010, when football tournaments for boys and girls in the Under-15 age category featured among the Youth Olympic events.

It was agreed to make a genuine grassroots response to this request and, in Nyon from 12 to 19 October, girls' teams from Georgia, Kazakhstan, Moldova and Turkey played a qualifying tournament, while Albania, Liechtenstein, Montenegro and San Marino competed in the boys' tournament. Turkey and Montenegro were the qualifiers.



Solidarity and support for national associations

UEFA's commitment to protecting and upgrading the game throughout Europe was illustrated by a wide range of support projects undertaken during 2009/10.

HatTrick

The 2009/10 campaign marked the fifth anniversary of the initial jubilee mini-pitch project and a detailed follow-up in all 53 member associations was initiated with a view to presenting a report to the HatTrick Committee. With the current HatTrick II programme reaching its halfway mark, advance planning for a HatTrick III project to cover the 2012–16 period was initiated.

Within the framework of the international cooperation project, 18,000 adidas footballs were shared among national associations, with a further 15,000 produced in Africa for global distribution as part of the Alive and Kicking programme aimed at developing grassroots and youth football.

Top Executive Programme

The round-table formula, based on creating small, informal discussion platforms, was further developed during 2009/10, when the schedule of events was based on a detailed review of concrete outcomes derived from previous TEP meetings. The emphasis was on ensuring maximum quality in terms of content and logistics, with presidents and general secretaries of all member associations involved in informal discussion platforms. An intensive series of seven TEP round tables was staged in the first four months of 2010, starting with an event for the smallest national associations hosted by Luxembourg in January. Discussions embraced the support offered by UEFA to member associations and to various financial and political issues.

KISS

The Knowledge & Information Sharing Scenario (KISS) based plans for the 2009/10 season on six major workshops for up to 60 participants and 15 smaller events for groups of up to 15. The brief was to gather participants who deal with the same issues and challenges and to share best-practice knowledge and experience in fields such as media operations, youth competition sponsorship, legal issues, event operations, football management, digital media and the management of volunteers. The online platform was successfully launched and generated highly positive feedback, with e-learning modules designed and an inaugural course involving representatives from 31 national associations scheduled to begin in September 2010. KISS activities dovetailed with stadium and security issues at a two-day workshop staged in Barcelona in May.

Study Group Scheme

Following the 35 Study Group Scheme seminars staged in the previous season, a further 52 were written on to the fixture list for the 2009/10 campaign (three of which had to be rescheduled as a result of the volcanic ash disruptions). The calendar year closed with seminars on elite youth football (in Spain) and on coach education (in Croatia, France and the Netherlands) while, after the turn of the year, all four topics were covered, with women's and grassroots football returning to the agenda. Plans for the third season were finalised and communicated to the national associations in June.

Coaching

Soon after the annual Elite Club Coaches Forum in Nyon, the 8th UEFA Workshop for Coach Education was successfully staged in conjunction with the Greek national association in Athens in September 2009, when the future of coach education was the core theme. In March 2010, at the 18th UEFA Coach Educators Course staged at the Italian association's technical centre at Coverciano, 140 participants focused intensively on the process of developing coaching competences in realistic learning situations.

The Coaching Convention continued its upward trend with endorsement for courses in Cyprus, Kazakhstan and Moldova meaning that 43 member associations had joined the convention at the maximum Pro level. In addition, 12 associations were successfully ratified as part of the three-yearly re-evaluation programme.





Good governance

Club licensing

Activities during the 2009/10 administrative year included the publication of a benchmarking report presenting an analysis of European club football; several assistance meetings including site visits and bilateral exchanges with 14 member associations and other confederations; a best practice interchange meeting in Moscow, during which the Russian association made a detailed presentation of its licensing system; and the initiation of the supporter liaison officer project in cooperation with Supporters Direct.

Spot checks on the validity of licensing processes were carried out throughout the year in 11 national associations. For the first time, results of compliance audits were assessed by the newly established Club Financial Control Panel chaired by former Belgian prime minister Jean-Luc Dehaene.

Financial fair play

This facet of the club licensing programme emerged as one of the major issues of the season and one which generated significant amounts of publicity. During the 2009/10 campaign, four workshops involving all member associations were organised to gather reactions to the proposed formulae, which were collated with feedback from other stakeholders. Numerous meetings were held with the professional leagues (EPFL, the Association of European Professional Football Leagues) and clubs (ECA, the European Club Association) in order to discuss the requirements. The final draft of the financial fair play regulations, discussed with the Club Licensing Committee and then approved by the Executive Committee, received full support from the entire

football family, with the ECA, in particular, expressing full satisfaction with the cooperation with UEFA during the whole process. By the end of the administrative year, rapid advances were being made on the implementation of a project widely regarded as crucial to the future welfare of the game.

Sporting integrity

A seminar in August 2009 advised national associations on how best to react to suspicious betting patterns in domestic fixtures, with each contact person equipped to use the betting fraud detection system (BFDS) interface where such patterns are flagged. This marked the start of extensive cooperation between UEFA and its member associations on a very sensitive and important issue which needs to be addressed and where a lot of work remains to be done.

During the 2009/10 season, educational sessions highlighting the dangers posed by criminal groups dedicated to match-fixing were staged during the final tournaments of the European Under-17 and Under-19 Championships with a view to alerting players at an early stage of their careers.

Football regulation and promotion



Doping controls

When the curtain came down on the 2009/10 season (on 31 May) 1,098 players participating in UEFA competitions had been tested, with 612 of the samples analysed for EPO. In addition, 48 visits to the training grounds of teams competing in the UEFA Champions League had been conducted, giving rise to analysis of samples from 475 players. The 1,573 controls produced four positive cases (0.25%). Two of the 'positives' resulted in one-match bans, one in a nine-month suspension and the fourth (for metabolites of cocaine) a one-year ban. Disciplinary action was taken against two clubs for whereabouts infractions – which was one of the discussion points at the meeting of the anti-doping panel in January and a meeting of the UEFA and FIFA anti-doping units in March. The updated WADA list of prohibited substances and the amended standards for therapeutic use exemptions were distributed to the national associations before the turn of the year and were published on UEFA.com.

UEFA's commitment to the anti-doping campaign requires material and human resources, with the result that the existing group of 39 UEFA doping control officers were joined by seven potential additions to the squad at the 5th UEFA Seminar for Doping Control Officers staged at UEFA's HQ in June 2010.

Protection of young players

The professional football services unit conducted further research on the number of minors moving into Europe and from country to country within the continent. Relevant material was gathered with a view to firmly supporting future plans to limit international movements of under-18s and a submission to the EU on this crucial topic was finalised.



Medical matters

Data from club and national team competitions were injected into UEFA's injury research study and, in the case of the UEFA Champions League, were sent – in formats which guaranteed total confidentiality – to the participating clubs once the season had been concluded. In February, the 5th UEFA Medical Symposium, involving representatives from 52 national associations and the clubs which feed data into the UEFA Champions League injury study, was staged in Stockholm, where a wide-ranging programme featured issues such as interactions between sports science, medicine and football; the referee and injury prevention; the specificities of women's football; methods of injury prevention; and the future of medical care in the world of football.

Media

A great part of the annual workload was to service all the competitions and events mentioned in this report, by organising media operations, appointing UEFA media officers, designing and managing accreditation procedures, handling media requirements at draw ceremonies, arranging press conferences and interviews, and providing a full spectrum of support print material ranging from match and tournament programmes to technical reports on all final tournaments or statistics handbooks for club competitions, in addition to regular publications such as uefadirect, the annual club and results directories or those aimed specifically at coaching or medical readerships.

A media operations workshop, staged in Nyon in October 2009, served as a training event which permitted 19 media officers to be added to the UEFA squad. A first-ever media seminar for national associations took place in February 2010, when 50 participants from 34 countries assembled at UEFA's headquarters.

However, the most significant move of the administrative year was the transfer to the new building at La Clairière just before the end of the exercise which allowed the media relations, media operations and publications units to join UEFA.com in a fully integrated communications division.

Refereeing

The season was marked by International Football Association Board (IFAB) approval for an experiment with two additional assistant referees in the new UEFA Europa League. This was the cue for a training course for 48 referees and 48 referee observers in August 2009. The deployment of the additional goal-line officials was extended right the way through to the inaugural UEFA Europa League final in Hamburg, by which time the refereeing unit was preparing for the extension of the experiment into the 2010/11 UEFA Champions League.

The seventh gathering for top referees took place in August 2009 and the annual course for elite and premier referees was staged in Malta in February 2010. But, throughout the season, there was also strong emphasis on referee development, with a seminar for talents and mentors (referees and assistant referees) staged in Nyon in May 2010, when a course involving 38 women referees and assistants (13 of them newcomers to the international scene) was also held.

In the meantime, UEFA's occupation of the Colovray sports centre adjacent to the headquarters buildings allowed preparations for the UEFA Centre of Refereeing Excellence (CORE) to forge ahead in the wake of the Executive Committee's decision to offer vigorous support to the development and education of referees and assistant referees.

In the meantime, the 4th UEFA Futsal Referees Course, involving 40 referees from 30 national associations, had been successfully staged at the Italian association's national training centre at Coverciano in November 2009 and determined the selection of 16 referees for the UEFA Futsal EURO 2010 in Hungary.

The documentary film, *Les Arbitres*, featuring referees selected for EURO 2008 was premiered at the Locarno film festival on 10 August 2009 in the presence of some of the 'performers' and was subsequently distributed and screened in various European countries.

Following an Executive Committee decision, foundations were laid for a new refereeing structure on the technical side, led by three members of the Referees Committee, one of whom was named as chief refereeing officer with the other two appointed as refereeing officers. Due to the heavy workload in terms of the assignment of match officials during the summer period, the new approach was implemented in June 2010, just before the end of the administrative year.

Stadium and security matters

A FIFA/UEFA security seminar attended by security officers from national associations opened the season in Zurich on 6 July 2009. Security officers

were subsequently appointed for key club competition matches and meetings and venue visits were staged for the personnel responsible for stadium security at EURO 2012, along with workshops for the candidates to host EURO 2016. Meetings with EU representatives also took place as part of the pan-European safety and security working programme. In February 2010, an inaugural fan hosting seminar was staged under a Football, Host Cities and Respect banner in Barcelona, where best practice procedures with regard to the treatment of visiting supporters were discussed – and encouraged.





Respect



The Respect campaign, launched by the UEFA President during the run-up to EURO 2008, became a well-established feature in European football in only its second full season of existence. The scene for the 2009/10 campaign was set at the kick-off events in Monaco in August, when the UEFA Super Cup featured Unite Against Racism captain's armbands, messages were transmitted via the public address system at the Stade Louis II, a full page in the match programme was dedicated to the campaign and a 30-second Respect-branded UEFA Champions League spot was premiered and subsequently screened during the half-time interval by rights-holding TV channels at each of the 125 matches played. As in previous seasons, the Football Against Racism in Europe (FARE) action week was the cue for a series of activities associated with matchday 3 of the UEFA Champions League in October which, in 2009, were extended to the UEFA Europa League, meaning that the cam-

paign was showcased to millions of spectators who watched 40 very high-profile matches.

Respect and Unite Against Racism messages were not only highly visible at UEFA Champions League and UEFA Europa League venues but also permeated all the strata of UEFA's competitions and activities, as illustrated during finals week in Madrid in May 2010, where Respect messages prominently featured in all the events, ranging from the grassroots activities at the Champions Festival to the men's and women's UEFA Champions League finals.

Respect branding was also attached to UEFA's annual fair play rankings in which, based on fair play performance at 1,705 matches played between 1 May 2009 and 30 April 2010, the three best-ranked national associations – Sweden, Denmark and Finland – were offered additional places in the UEFA Europa League.

Football and new technology

The 2009/10 season was one of exceptional activity, culminating in the winding up of UEFA Media Technologies SA (UMET) and the re-deployment of personnel and resources. The information and communication technology (ICT) unit became part of the services division. The remainder was integrated into UEFA's communications division, where the TV production section became a separate unit and UEFA.com was allied with the publications, PR and media-related units.

UEFA's official website UEFA.com had started the season strongly by breaking even more of its own records. The launch of the UEFA Europa League contributed to massive traffic increases in August and September 2009, when 29.1 million people visited UEFA.com, compared with 14.6 in 2008. Audience patterns also varied with, especially, numbers of Russian and Ukrainian visitors increasing dramatically. Support services, such as the provision of multilingual press kits for all UEFA Champions League and UEFA Europa League matches, were also delivered, while the data gathering services which had been tested and provisionally launched early in 2009 were fully implemented during the 2009/10 season, when reliable official data from all UEFA events were collected and verified on site and published immediately.

The start of a new commercial cycle in UEFA's club competitions entailed the integration of new partners and new features into the website at the beginning of the season. However, the major event of the campaign was the relaunch of UEFA.com in February 2010. This was not cosmetic surgery but a complete reconstruction in line with the most recent evolutions of the web after consultation with stakeholders and the fans who register more than 20 million visits per month. A double-navigation structure was adopted to provide optimal blends of games, videos and databases with greatly enhanced exposure for UEFA's corporate activities and those of member associations. Objectives for the relaunch were to generate greater loyalty and higher consumption of the

website's 'inner pages'. The fact that, in the first three months after the relaunch, almost 30 million users stayed longer and consulted more pages than previously, suggested that these objectives had been achieved.

Another major challenge was to extend multi-platform rights into the UEFA Europa League (up to 24 games per match night) and into delivery by mobile phones. In line with commitments to the European Commission, UEFA provides a technical service to broadcasters and, during the 2009/10 season, 130 TV networks worldwide (compared with 80 in 2008/09) chose UEFA's streaming solution. The digital media team had also developed delivery of live video clips via mobiles, with 80 broadcasters covering 100 territories worldwide opting to use UEFA's service.

Planning for EURO 2012 was among the season's main priorities, with the web coverage of the event and the run-up to the final tournament built into UEFA.com from a very early stage. For the TV production unit, the action list started with selection of the location for the international broadcast centre, which is the heart of telecommunication, internet and IT operations. A series of site visits and evaluations culminated in an agreement with the Expo XII building in Warsaw. The Polish capital also provided the first challenge when, in February 2010, the qualifying draw required UMET to deliver host-broadcasting services and the entire technical infrastructure, including draw software, graphics and the accreditation system. The draw was also the signal for Polish and Ukrainian to be added to the website's languages, bringing the total to 12.

The Legacy archive management project which had been launched during the 2008/09 campaign made significant progress, with more than 3,000 hours of content digitised and stored in broadcast quality.



UMET was also responsible for the further development of UEFA's management system known as FAME. Version 4.2 was launched in January 2010 with a view to opening the system to stakeholders, giving them control over their own data, avoiding duplication of efforts and achieving maximum accuracy. This allowed the total number of users (ranging from referees to security officers) to exceed 1,000 representatives from all 53 member associations.



Legal, policy and financial issues

UEFA's legal services are covered by commercial, corporate, events and sports units. The commercial unit dedicated much of the 2009/10 campaign to concluding agreements related to UEFA EURO 2012; the development and strengthening of Eurotop partnerships; media rights for UEFA's club competitions; and a large number of media, sponsorship and licensing agreements involving the UEFA Women's EURO 2009 and the whole range of age-limit competitions for men and women. A number of pivotal legal cases related to commercial aspects of the game – including the crucial issue of multi-territorial licensing – were also pursued during the administrative year.

The corporate unit assisted in designing and building UEFA's new business structure, including the constitution of UEFA Events SA. A legal framework was developed in order to transfer some 170 employees between different entities. Revised directives for UEFA appointees entailed new contracts for all UEFA officers, ranging from match delegates to doping control officers. Risk management issues needed to be addressed (a

risk assessment related to EURO 2012 was presented in January 2010), as did tax matters related to both EURO 2008 and EURO 2012.

The events unit also dealt with issues from EURO 2008 which were also in the pending tray, worked closely with local organisers and authorities to elaborate support legislation for EURO 2012 (launching UEFA's largest-ever trademark registration programme) and contributed to all the bid agreements related to EURO 2016. The unit was also responsible for implementing rights-protection mechanisms at major club and national team events.

The sports unit focused on the preparation of regulations and directives but also addressed issues such as betting advertising restrictions in club competitions, reviews of national associations' statutes and a number of arbitration proceedings.

The professional football services unit was active in liaising with the Professional Football Strategy Council, the European Club Association (ECA),

the Association of European Professional Football Leagues (EPFL) and the International Federation of Professional Footballers' Associations (FIFPro) on financial fair play issues; with UEFA's Brussels office in dealing with a number of EU matters; and with a number of supporter-based events, such as the 2nd European Football Fan Congress held in Hamburg in July 2009 with the support of UEFA. Collaboration with other European team sport organisations which face similar challenges culminated in the creation of an Association of European Team Sports in December 2009, thereafter staging three meetings and submitting communications to the EU.

On the financial front, the validity and efficiency of UEFA's internal control system (implemented during the previous exercise in accordance with new Swiss legislation) was put to the test during the external audit completed in September 2009. The positive conclusion was that legal requirements had been exceeded.

Consolidated accounts in euros and accounts in Swiss francs for the 2008/09 exercise were prepared by the administration and reviewed by both external and internal auditors and the Finance Committee. On this basis, the Executive Committee approved the annual accounts to be submitted to the UEFA Congress for final approval.

In early 2010, the strategic financial outlook was finalised and approved by the Finance and Executive Committees. UEFA has also set up the structure of a financial supervisory group (FSG) to seek external advice from professionals dealing with financial issues. This FSG is composed not only of external advisors and a financial control body, but also includes those UEFA representatives who are authorised to take the decisions related to investments and/or currency issues and hedging. The role of this FSG is to manage the diversified portfolio of investments with third-party top banks, in line with the prevailing investment policy minimising UEFA's risk exposure.

During the administrative year, business blueprints were drawn up (based on the internal control system and 150 mapped business processes) with a view to determining functional requirements and potential improvements in the areas of contract and sales management, finance and controlling, human resources, purchasing, and travel-related expenses. This work will help to evaluate and implement an integrated IT administration system, which will be operational from the 2010/11 financial year.

An in-depth analysis of all aspects can be found in UEFA's 2009/10 Financial Report.



Social responsibility



The 2009/10 season underlined UEFA's commitment to supporting organisations and campaigns which promote football not only as a sport but also as a social force. In July 2009, the Executive Committee endorsed support for two three-year programmes pegged to EURO 2012: the Football Supporters Europe 'Fan Embassies Go East' scheme and the east European project launched by the Football Against Racism in Europe (FARE) network. A month later, the € 600,000 UEFA charity award presented in Monaco allowed the National Association of Disabled Supporters to launch its Centre for Access to Football in Europe project. Weeks later, UEFA also supported the Homeless World Cup, where a final tournament involving 500 men and women from 48 countries was the culmination of a competition which had offered footballing opportunities to more than 25,000 homeless people. In the meantime, the Cross Cultures Project Association had staged, with UEFA support, 150 one-week '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 on 27 September 2009 – an event which emphasises the value of sport in preventing cardiovascular diseases and child obesity. The UEFA-sponsored Eat for Goals! book featuring recipes by famous footballers aimed at promoting healthy eating, had Dutch, Italian, Polish, Russian, Spanish and Turkish editions added to the original publications in English, French and German.

Support for the Score for the Red Cross campaign (rehabilitation of landmine victims in Afghanistan) was illustrated by the high-profile presentation of a € 100,000 cheque at the Camp Nou in Barcelona to Lionel Messi, who had been named top striker and captain of UEFA.com's Team of the Year, selected by visitors to the website. A donation of € 270,000 was made to the Czech Football Association to repair footballing infrastructures damaged by flooding. A contribution was made to the pilot installation of a mini-pitch at a prison in Iceland.

The social responsibility portfolio was completed by various activities during finals week in Madrid, the allocation of € 5m to support specific projects, and UEFA presence at a series of events, including the 2nd European Fan Congress in Hamburg, a Football for Community forum in the Swiss town of Bad Ragaz, a Football Fights Racism event pegged to the UEFA Women's EURO 2009 in Finland, a Peace and Sport conference in Monaco, FARE's Football for Equality conference in Vienna, and similar events in Belgrade, Warsaw, Trieste and Brussels.

Office administration

The 2009/10 exercise was one of extraordinary activity, with the keys to the new La Clairière office building formally handed to the UEFA President in April 2010, an agreement with the authorities in Nyon for UEFA to take over the running of the adjacent Colovray sports complex signed, and the tendering process for the construction of the Bois-Bougy building completed just before the end of the administrative year. This meant that, although the consolidated headcount of UEFA staff rose only from 281 to 292, the workforce was almost totally redeployed. Occupation of La Clairière was completed in June 2010 and, with the offices at La Falaise already vacated, use of the premises at Le Martinet was reduced to an ICT unit and a small facility management team. Redeployment also had to deal with the creation of UEFA Events SA and the integration of UEFA Media Technologies (UMET) into the main structure. At Colovray, refurbishment of the existing artificial pitch was completed and, by the end of the exercise, the installation of a new full-size artificial pitch was under way. Amid the work on building for the future, there was time for a moment of nostalgia as the tenth anniversary of the House of European Football was commemorated on 2 October 2009.

The ICT unit was integrated into the services division on 15 March 2010, with a view to strengthening support functions and to offer enhanced levels of service to the UEFA administration and to UEFA Events SA.

Global figures reveal that the average age of staff members is 38.8, that part-time employees represent 11% of the workforce, that 39% of employees are female and that international diversity has increased, with 30 nationalities represented.

The annual staff review, launched in 2008, proved to be a solid and valuable decision-making tool, allowing the general secretary to agree, during the first quarter of the exercise, to 20 new positions fully justified by business needs.

Social events started with a summer party at the Olympic Museum in Lausanne – which also served to strengthen the excellent relationship between UEFA and the IOC. On 2 October 2009, current and former staff members celebrated the tenth anniversary of the House of European Football, along with Patrick Berger, the architect who designed it.



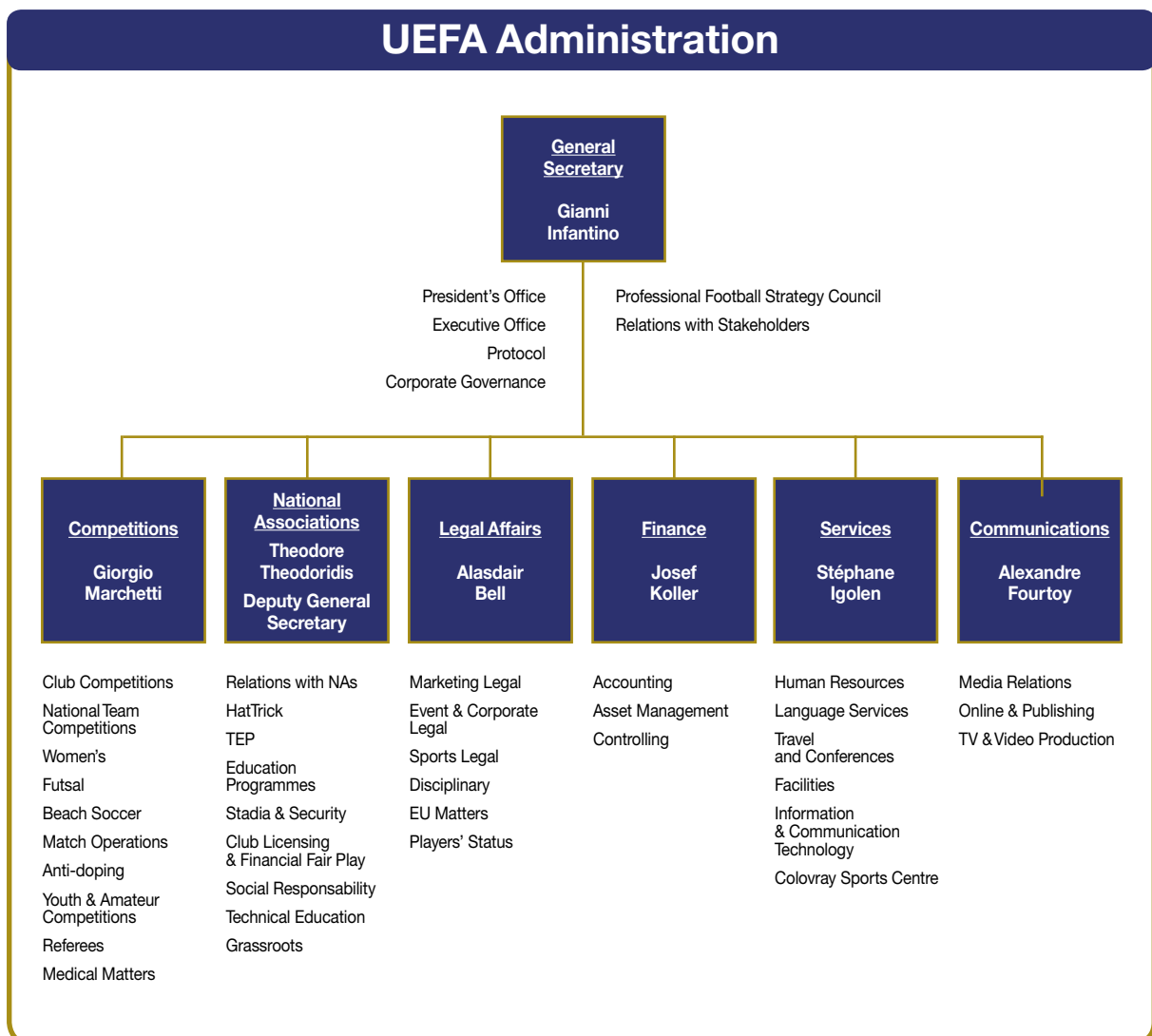
Agreements with the universities of Wroclaw and St. Petersburg laid the foundations for Polish and Russian to be added to the language versions of the football dictionary produced by UEFA's language services, while some 400 new or revised entries were sent to the publisher for the second edition of a successful publication which arrived on bookshelves in March 2010, when a new UEFA English style guide was also finalised as a result of cooperation with UEFA.com. and language services. Staff have also played a proactive role in implementing and upgrading the internal communications project launched in 2008.

The travel and conferences unit provided full support for the wide range of UEFA events, among them the 2010 UEFA Congress in Tel Aviv. The day-to-day workload was increased by the expansion of the UEFA Champions League final to a diverse, week-long event and by the upgrading associated with the inaugural UEFA Europa League final in Hamburg. The need to deal with UEFA EURO 2012 and UEFA EURO 2016 requirements prompted the unit to review and streamline procedures.

2010 and beyond

By the time the administrative year reached its conclusion on 30 June 2010, a high percentage of UEFA staff had been professionally and physically relocated within the two main UEFA office buildings and within the new structure designed with a view to facing future challenges in a purposeful, efficient manner and achieving objectives on various fronts. The restructuring process featured

a reduction in the number of directors, as an avenue towards more streamlined decision-making processes and better-driven administrative and operational procedures. The structure in place as the 2010/11 administrative year got under way is illustrated by the following organisation chart.





UEFA Events SA

This new UEFA company was officially registered on 15 December 2009 with a brief to deal with all marketing, commercial and event management business. The decision to form UEFA Events SA was derived from approval by the Executive Committee to a business plan setting out strategy and organisational structure. The new company is based on two business divisions: marketing and operations. The first board meeting took place in late January and the metamorphosis was completed when UEFA Events SA occupied its own territory within the new *La Clairière* building during the month of June and could genuinely be described as fully operational.

During the 2009/10 administrative year, members of the team dedicated to UEFA EURO 2012 were engaged in extensive strategic and monitoring work. Those who became members of the operations division of UEFA Events SA were fully committed to furthering sponsorship and hospitality sales, while the marketing division was undertaking the direct sale of TV rights for the final tournament. During the closing weeks of the exercise, in the wake of the decision to award UEFA EURO 2016 to France, foundations were laid by planning the development of the local organising committee (LOC) and by reviewing project splits and contractual milestones. On the club competition front, the UEFA Champions League and UEFA Europa League finals in Madrid and Hamburg were being successfully delivered during the transition between the competitions division and the new company, while the agency agreement with TEAM Marketing for the 2012–15 cycle was being finalised. Relationships with clubs were being developed through a club competitions marketing working group. At the final tournaments of the youth development competitions, successful sponsorship, branding and promotional programmes were implemented while contractual discussions to extend UEFA's agreement with Eurosport for these tournaments were moving ahead.



In other words, during the 2009/10 campaign, UEFA Events SA was involved in most of the events and competitions mentioned in this publication, especially in terms of broadcaster rights and servicing, sponsorship sales, licensing agreements, marketing plans, commercial concepts and sales strategies. But, as the new company made its debut in mid-season, it makes sense, for the purposes of this year's administration report, for UEFA Events SA's activities to be recorded as an integral part of the operations of UEFA as a whole.

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