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COMMITTEE ON CULTURE, SCIENCE, EDUCATION AND MEDIA

Good football governance

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Information Memorandum - UEFA

1. Introduction

1. This document reiterates some of the key elements of the structures and rules of governance of the Union of European Football Associations (UEFA), which is the European football governing body. It is based on the information provided by UEFA, both during the various meetings with its leaders and in writing and on the information drawn from its legal texts and those available on the organisation's website. It does not claim to be exhaustive and takes only the most interesting elements (and changes) from the standpoint of the PACE.

2. A table in Appendix 1 shows the state of implementation of the recommendations (adopted on 27 January 2015) which our committee addressed to UEFA.

2. Internal organisation of UEFA

3. Before analysing certain aspects of the governance of UEFA in greater detail, it would be a good idea to give some information on the role assigned by the Statutes² of the Organisation to the main decision-making bodies, i.e.: the Congress, the Executive Committee, the President and the Organs for the Administration of Justice (Article 11 of the Statutes).

4. **The Congress**, "*the supreme controlling Organ of UEFA*" (Article 12 of the Statutes), is made up of representatives of the 55 member associations of UEFA. A session of the Ordinary Congress is held once a year. A second ordinary Congress may be called by the Executive Committee to deal with financial matters and/or matters of particular significance (Article 13 of the Statutes). An Extraordinary Congress may be convened by the Executive Committee, or at the written request of at least one fifth of the Member Associations (Article 14 of the Statutes). Its "powers" (as set out in Article 13 of the Statutes) include: approval of the annual accounts and annual budget (as well as the choice of the auditing body); election of the President, the members of the Executive Committee and of the European members of the FIFA Executive Committee; consideration of membership applications and exclusion of a member association and amendment of the Statutes.

5. **The Executive Committee** comprises the UEFA President and 16 other members, including at least one woman, elected by a UEFA Congress, and two members elected by the European Club Association (ECA) and ratified by the Congress (ECA) (Article 21.1. of the Statutes). As a rule, it meets once every two months. "*The Executive Committee shall have the power to adopt regulations and make decisions on all matters which do not fall within the legal or statutory jurisdiction of the Congress or another Organ.*" (Article 23.1 of the Statutes) and it "*shall manage UEFA, except to the extent that it has delegated such management, or unless such management has been delegated by the Statutes to the President or the*

¹ Document declassifié par le Comité sur la Culture, la Science, l'Éducation et les Médias à sa réunion du 23 janvier 2018 à Strasbourg.

² [UEFA Statutes \(April 2017\)](#).

Administration” (Article 23.2 of the Statutes). Its “*untransferable and irrevocable duties*” are listed under Article 24 of the Statutes; these include, among others, overall supervision of the UEFA; defining the organisational structure; defining the principles of the form and supervision of the book-keeping; appointing the five members of the Governance and Compliance Committee, and promulgating rules concerning their duties; appointing and dismissing the General Secretary and Deputy General Secretary and overall supervision of the Administration. According to Article 25 of the Statutes, “*The Executive Committee shall be authorised to delegate management, either fully or partly, to the President, to one or more of its members and/or to the Administration in accordance with a set of organisational regulations issued by it*”. Between the meetings of the Executive Committee, **the Emergency Panel**³ is authorised to take and execute final decisions on urgent matters that come under the authority of the UEFA Executive Committee.

6. **The President** represents UEFA and chairs the UEFA Congress and meetings of the UEFA Executive Committee. In the event of a tie in any vote, the UEFA President has the casting vote. He is responsible for relations between UEFA and FIFA, other confederations, member associations, political bodies and international organisations. He is also responsible for implementing the decisions of the Congress and the Executive Committee through the UEFA administration, whose work he supervises. In carrying out these responsibilities, the President must consult with the Executive Committee (Article 29 of the Statutes). The Statutes (Article 30) delegate the duties of organising, managing and heading the Administration to the **General Secretary**.

7. The UEFA's **Organs for the Administration of Justice** are: the two disciplinary bodies, i.e. the Control, Ethics and Disciplinary Body and the Appeals Body; the Ethics and Disciplinary Inspectors and the Club Financial Control Body.

- **The Control, Ethics and Disciplinary Body** has jurisdiction to rule on disciplinary issues and all other matters which fall within its jurisdiction pursuant to the UEFA Statutes or Regulations (Article 33.3 of the Statutes and Article 29.3 of the Disciplinary Regulations of the UEFA⁴); it also has jurisdiction “*in the event of a UEFA member association and/or its members failing to prosecute, or prosecuting in an inappropriate manner, a serious violation of UEFA’s statutory objectives*” (Article 29.4 of the Disciplinary Regulations). The Appeals Body has jurisdiction to hear appeals against decisions by this body and to rule on particularly urgent cases referred to it directly by the Control, Ethics and Disciplinary Body.
- **The Ethics and Disciplinary Inspectors** represent UEFA in proceedings before the UEFA’s disciplinary bodies. They may initiate disciplinary investigations and lodge appeals against decisions by the Control, Ethics and Disciplinary Body, and support UEFA in the event that a party lodges an appeal against a decision by the Appeals Body before the Court of Arbitration for Sport (CAS). The UEFA Executive Committee, the UEFA President, the UEFA General Secretary or the disciplinary bodies may commission ethics and disciplinary inspectors to conduct investigations alone or in cooperation with other UEFA and non-UEFA bodies.
- **The Club Financial Control Body** has specific jurisdiction to impose disciplinary measures in the event of non-fulfilment of the requirements set out in the UEFA Club Licensing and Financial Fair Play Regulations.

8. The organisational structure of the UEFA is clarified and supplemented by the UEFA Organisational Regulations.⁵ In particular these regulations provide (in addition to the Emergency Panel) for:

- **The UEFA Professional Football Strategy Council** (Articles 10 et seq. of the Organisational Regulations), an advisory body composed of representatives of the Association of Professional Football Leagues (EPFL), the Association of European Clubs (ECA) and professional players in Europe (FIFPro, Division Europe);
- nineteen **committees** and six **panels of experts**, which have an advisory role, except in cases where the Executive Committee gives them authority to make decisions; these bodies help to shape the UEFA’s policy with regard to all European football activities;
- **the Governance and Compliance Committee** (Articles 75 et seq. of the Organisational Regulations), comprising five members – two of whom are “independent” – appointed by the Executive Committee and ratified by the Congress; it provides advice and makes recommendations to the Executive Committee on the most appropriate corporate governance policies for UEFA and, among other things, oversees the compliance efforts of UEFA with regard to all relevant laws and regulations, and also plays a role in examining financial movements and assessing risk management;

³ This Committee – which is provided for under Article 4 of the UEFA Organisational Regulations – comprises five duly elected members of the Executive Committee: the UEFA President, the First Vice-President, the UEFA Treasurer and two other members of the Executive Committee appointed by the UEFA President on a case-by-case basis.

⁴ [UEFA Disciplinary Regulations](#) (2017).

⁵ [UEFA Organisational Regulations](#) (2017).

- **the Compensation Committee** (Articles 79 and 80 of the Organisational Regulations) comprising three members appointed by the Executive Committee, one of whom is “independent”, oversees all aspects of compensation for the senior management of UEFA.

3. Separation of powers, checks and balances

9. Looking at the UEFA’s statutory regulations, it does not appear that the UEFA fully complies with the principle of separation between the strategic function and the management function, as the latter is explicitly the responsibility of the Executive Committee which “*manages UEFA*”. However, this must be viewed in context and analysed together with two other elements.

10. For one thing, UEFA has established “UEFA Events S.A.”, a public limited liability company of which it has full ownership, to manage its commercial and event operations. The Executive Committee is therefore no longer responsible for managing UEFA’s commercial events. The Statutes also explicitly entrust the management and leadership of the Administration to the General Secretary and Article 30 lists, among the latter’s duties, the appointment and dismissal of Directors after consultation with the President; appointment and dismissal of staff of the Administration; the submission of an annual business plan; the drawing up of an estimate for income and expenditure; and the approval of expenditure within the framework of the budget. It can therefore be considered that the strategic function and the management function are separated; and, indeed, in listing the Executive Committee’s untransferable duties, the Statutes speak of the “*overall supervision of UEFA*”, which is a strategic role rather than a management role.

11. As for the position of the President of UEFA, notwithstanding the importance and prestige of his institutional role and the genuine influence he can have on the decision-making process, his powers are clearly delineated: the establishment of the Emergency Panel is in itself a sign of the determination to distribute strategic duties and this is reinforced by the stipulation that in carrying out his responsibilities, the President shall consult with the Executive Committee (final paragraph of Article 29 of the Statutes). The President is also responsible for ensuring that the decisions of the Congress and the Executive Committee are implemented “*by the Administration*”, which confirms the latter’s role.

12. Compared to the situation analysed by the Committee in the context of the report on “The reform of football governance”, a major improvement has taken place. The Committee had suggested to UEFA that it limit the duration of the terms of office of the President and the other senior officials elected, including the Executive Committee; UEFA has followed this recommendation. Article 22.1 of the new UEFA Statutes (which were adopted by the UEFA Congress in April 2017 and came into force on 1 July 2017) now state that “*No person may serve as President or member of the Executive Committee for more than three terms of office (whether consecutive or not). Any partial term of office shall count as one full term*”. Article 22.2 stipulates that “*A person aged 70 or more shall not be eligible for election or re-election*”.

13. Moreover, Article 21.3 stipulates that each member of the Executive Committee to be elected by the Congress, except for the President, “*shall hold active office in their association*”. The idea is to promote closer links between the UEFA Executive Committee and the national associations, thus avoiding “political parachuting”. In order to remove any ambiguity, a fresh definition of “*active office*” will no longer allow an honorary president or vice-president to stand for election or re-election to the Executive Committee, thereby encouraging the renewal of membership. Finally, it is henceforth stipulated (Article 22.1) that eight members of the Executive Committee shall be elected (or re-elected every two years), thereby applying the principle of gradual renewal of the terms of office of members of this body.

4. Independence, professional ethics, prevention of conflicts of interest and supervisory mechanisms

14. With regard to the prevention of conflicts of interest, Article 26.3 of the Statutes stipulate that: “*a member of the Executive Committee or the President shall not take part in the deliberation of any matter or point of issue involving the member association and/or a club affiliated to the member association with which he is associated, or in any case in which a conflict of interest exists*”. As far as the other bodies are concerned, in accordance with Article 55 of the Organisational Regulations (*Independence and loyalty*) members of UEFA committees and expert panels undertake to refrain from any action whatsoever which could be of an unsporting nature and/or contrary to UEFA’s interests (Article 55.1), and “*to abstain from taking part in deliberations and/or decisions (...) in any matter involving a conflict of interest, whether with the member’s own interest or that of his family, relatives, friends or acquaintances*” (Article 55.2) and to inform the chairman immediately of any such conflict of interest (Article 55.3).

15. Article 60 of the UEFA Organisational Regulations (*Ethical conduct, professional conduct and other duties*) establishes a series of obligations for all members of UEFA committees and panels of experts, who, among other things, must:

- before taking up office “a) *inform the General Secretary in writing of any positions they have held or currently hold which could conflict with their UEFA activities, namely in football, any other professional activity, secondary occupations or business relations and/or connections with persons or companies;*
- b) *undertake to immediately inform the General Secretary in writing of any change occurring in this respect during their term of office.*
- during their term of office “ a) *refrain from any activities that endanger the integrity of UEFA or its competitions, or bring the sport of football into disrepute (...)* c) (...) *refuse any gifts or other advantages that are offered, promised or sent to them to incite breach of duty or dishonest conduct for the benefit of a third party; d) not bribe third parties and not urge or incite others to do so in order to gain an advantage for themselves or third parties; (...)* and e) *notify UEFA immediately if they are targets of attempted bribery; (...).*”

16. Persons who fail to comply with these rules are liable to the penalties provided for in UEFA's Disciplinary Regulations, which apply, among others, “*to all persons elected, ratified or assigned by UEFA to exercise a function*” (Article 3.1.e). Moreover, in accordance with Article 28.1 of the Statutes “*The Executive Committee may suspend a member of the Executive Committee or a member of another Organ (see Art. 11) until the next Ordinary Congress where it considers that person to have committed a gross dereliction of duty or an act of improper conduct.*” Article 28.3 stipulates that, for the same reasons “[*The Executive Committee*] may remove from office a member of a Committee and appoint a replacement for the remaining period of the term of office”.

17. The requirement of independence is specifically underlined with regard to members of the organs for the administration of justice. In this respect, Article 32.1 of the Statutes stipulates that “(...) *Members of the Organs for the Administration of Justice are independent and may not belong to any other organ or Committee of UEFA. They shall not take any measure nor exercise any influence in relation to a matter where any conflict of interests exists or is perceived to exist. They are bound exclusively by the UEFA Statutes, rules and regulations and the law.*”

18. The Executive Committee elects the members of these bodies and they are then presented to the Congress for ratification (Article 32.2 of the Statutes). Article 13.2 (n) of the Statutes provides that the UEFA Congress has the authority to remove members of the organs.

5. Financial transparency, procedures and controls

19. UEFA manages substantial sums of money, larger than those managed by FIFA. In 2011-2012 the organisation's revenues were in the order of €2 795.7 million, €1 390.9 million of which were generated by Euro 2012. The financial report for 2015-2016 shows revenues of about €4 579.8 million, €2 456 million of which were ordinary revenues and €2 123.8 million of which were generated by Euro 2016 (including qualifying). This amounts to a budget increase of 60% compared to the closing year of the preceding cycle. The net result for the financial year (prior to deduction of sums destined for solidarity payments) was €1 269.6 million. Television broadcasting rights for all UEFA competitions in the 2015-2016 budgetary year brought in €3 185.2 million (€1 024 million of which were for Euro 2016). By way of comparison, in its financial report for 2016, FIFA anticipates that in 2018 (the year of the World Cup in Russia), it will receive television broadcasting fees of USD 2 437 million (and a total of USD 3 000 million for the 2015-2018 cycle).

20. In its report on “good football governance”, the Committee on Culture found that the legal framework for UEFA's financial activities was sound. Fundamentally, the structural elements highlighted in the previous report, which contribute to good financial management, are still in place:

- UEFA Events S.A. manages commercial operations and events;
- UEFA complies with EU legislation on calls for tender and selection procedures;
- UEFA regulations on bidding procedures are comprehensive and clear rules exist for distribution of investment funds (particularly for the HatTrick programme).

21. UEFA has also strengthened its systems of internal auditing, compliance monitoring and prevention of conflicts of interest. In this respect, the Governance and Compliance Committee, which now has two “independent” members, examines the processes by which UEFA generates funds, including the assignment of commercial contracts, the selection of UEFA’s commercial partners, suppliers and service providers and the distribution of funds to national associations and their use of these sums. This committee also supervises UEFA’s strategy with regard to risk assessment and management by surveying its exposure to the main risks in terms of finance and reputation, particularly any risk of fraud or financial mismanagement.

22. UEFA has also appointed its own Corporate Governance and Compliance Officer, who is directly answerable to the UEFA Secretary General. This officer’s tasks cover the areas of compliance and preventing conflicts of interest and are both carried out by establishing specific procedures or guidelines and by occasional monitoring and checks.

23. At the instigation of the Corporate Governance and Compliance Officer, there has been a change in the organisation of internal auditing: internal auditing has been renamed “Corporate Governance and Compliance auditing” and the number of internal auditors (and the number of their annual audits) has increased from two to three. Audit reports are forwarded to UEFA management and sent for information to the members of UEFA’s Executive Committee, to whom a summary of the annual auditors’ report is presented at the last session of the financial year. The auditors’ work also has an impact on preventing conflicts of interest because it makes it possible to identify scenarios in which conflicts of interest may arise. Where appropriate, the purpose of audits is to investigate such circumstances, to check how they are managed by the persons concerned and to make recommendations.

24. As soon as he arrived in January 2013, the Corporate Governance and Compliance Officer launched a corporate risk management activity which covers various aspects such as UEFA policy and reputation, financial impacts, fraud and corruption, and security and confidentiality. A complete investigation is carried out every year with the aim of reviewing and assessing risks already detected but also to highlight new risks in terms of two aspects: impact and probability. Corrective measures are then adopted and their implementation is monitored throughout the year. This activity can also help to prevent conflicts of interest with regard to the related highlighted risk situations.

25. One central issue is that of the transparency of the remuneration and other financial advantages awarded to the President, the Executive Committee members and the senior executives and the transparency of the costs they generate (particularly in terms of allowances and reimbursement of expenses). The latest financial report does not afford such transparency (although it does give the total amount of allowances paid to active members of the Executive Committee (16 members) and the severance pay awarded to long-serving former members (the number of whom is not indicated), amounting to €3 173 000)). However, in July 2017, UEFA took the decision to publish the wages of the President, the Secretary General, the Executive Committee members and the Directors from the next financial report (to be published in 2018); on their daily allowances should also be published.

6. Consideration of human rights

26. The UEFA Statutes do not include an express reference to human rights, although Article 2 mentions that one of the organisation’s aims is to “promote football in Europe in a spirit of peace, understanding and fair play, without any discrimination on account of politics, gender, religion, race or any other reason” and paragraph 7 of Article 7bis on member associations’ obligations states that “Member Associations shall implement an effective policy aimed at eradicating racism and any other forms of discrimination from football and apply a regulatory framework providing that any such behaviour is strictly sanctioned, including, in particular, by means of serious suspensions for players and officials, as well as partial and full stadium closures if supporters engage in racist behaviour.”

27. However, UEFA does make a genuine effort to promote human rights. Firstly, acting on a key recommendation of the Assembly, it has made it a requirement for all candidate countries to host major sporting events to comply with international standards in the area of fundamental rights in all activities connected with the organisation of the event and its functioning.

28. In line with the statements it made during the preparation of our previous report on “The reform of football governance”, UEFA adopted provisions to integrate the human rights aspect into the organisation of the Euro. According to section 3.3 of the “EURO 2024 Tournament Requirements: “The Bidders have the obligation to respect, protect and fulfil human rights and fundamental freedoms, with a duty to respect human, labour and child rights during the Bidding Procedure and, if appointed, until the end of the dismantling of UEFA EURO 2024. (...) In order to respect at best human rights, the Bidders should aim at:

culturally embedding human rights; proactively addressing human rights risks; engaging with relevant stakeholders and implementing means of reporting and accountability.”

29. Furthermore, the “Staging Agreement” includes the following principles:

“a. Human Rights: the Host Association, which has the duty to protect human rights, shall support and guarantee the respect of internationally proclaimed human rights and ensure that the Host Association is not complicit in human rights abuses including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of UEFA EURO 2024™ and the Additional Events and ensuring access to remedy in cases violations are reported.

b. Child Rights: the Host Association shall recognise the specific importance needed to respect children’s rights, support their promotion, guarantee respect for the United Nations Convention on the Rights of the Child and ensure that the Host Association is not complicit in child rights abuses including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of UEFA EURO 2024™ and the Additional Events and ensuring access to remedy in cases violations are reported.”

30. In July 2017 UEFA joined the Steering Committee of the “Mega-Sporting Events Platform for Human Rights” (MSE Platform),⁶ an emerging multi-stakeholder coalition of international and intergovernmental organisations, governments, sports governing bodies, athletes, unions, sponsors, broadcasters, and civil society groups. Its mission is to ensure that all actors involved in staging an event fully embrace and operationalise their respective human rights duties and responsibilities throughout the MSE lifecycle. MSE Platform members work together to develop more comprehensive, consistent, and accountable approaches to managing social risks and adverse human rights impacts arising from MSEs. This collective action seeks to raise awareness, innovate, advocate, educate, drive positive change, and give a voice to those most affected.

31. Moreover, UEFA and the Council of Europe are currently negotiating a memorandum of understanding which (according to the information received) will seek to develop co-operation between the two organisations in fields of common interest, first and foremost the safeguarding and strengthening of human rights and the promotion of integrity and good governance in and through sport.

32. As part of its social responsibility programme,⁷ UEFA supports activities which address social issues through football and has set up partnerships with organisations which help to promote human rights through their work. In particular, the campaign against discrimination in football and in European society as a whole is a key tenet of UEFA’s social responsibility programme. In this field, since 2001, UEFA has forged a close partnership with the Football against Racism in Europe or FARE network,⁸ affording it considerable financial support and working with it on activities to heighten awareness of discrimination. Among others UEFA promotes the European anti-discrimination campaign and the FARE Action Weeks. With UEFA’s support, grants from FARE have been awarded to dozens of grassroots football schemes.

33. UEFA’s Respect Campaign promotes the idea of respect in football for everyone involved, beginning with opposing teams and supporters, and for football’s core values. UEFA also disseminates its message of zero tolerance for racism and discrimination and increased respect for diversity through its big competitions, namely the Champions League, the Europa League and the Euro. The *#EqualGame* initiative, launched on 22 August 2017 in the context of the Respect Campaign, should be welcomed.

34. At the instigation of the former UEFA President, Michel Platini, a UEFA Foundation for Children was set up in 2015.⁹ The aim of this Foundation (which can operate everywhere in the World and has more than 45 partners) is to help children and champion their rights, using means including sport and football in particular, providing support in areas such as health, education and access to children’s sport, and more generally to promote the integration of minorities and protect children’s rights. At present, about 600 000 children are beneficiaries of actions supported by the foundation. Children also lie at the core of the projects run by the organisation Cross Cultures,¹⁰ which UEFA supports; the aim of its projects is to help children

⁶ [Mega-Sporting Events Platform for Human Rights.](#)

⁷ For more information, see the page on [Social responsibility](#) on the UEFA website.

⁸ This network comprises groups and collectives which fight against intolerance and discrimination throughout Europe. See the [FARE website.](#)

⁹ The foundation, which is a public body governed by Swiss law, was formally established and began operating on 24 April 2015.

¹⁰ See the [Cross Cultures](#) website.

learn through football about the principles of cultural understanding, co-operation and acceptance. UEFA supports other activities intended to foster peace and reconciliation through football, access to football for persons with disabilities and the social integration and rehabilitation of the homeless, along with its work with the International Committee of the Red Cross (ICRC) to help the victims of anti-personnel mines in Afghanistan.

35. The financial report for 2015-2016 gives a total of €4.8 million earmarked for “social responsibility” activities in a narrow sense; it would be interesting to know the criteria for the award of these funds to different partners and to different projects. Moreover, while these funds (in relation to the organisation’s overall budget) appear rather limited, it should be noted that these are just the sums allocated to the activities specifically organised by the corporate social responsibility (CSR) unit. UEFA’s social responsibility funding also comprises awareness-raising activities, such as the “Equal Game” TV advert, banners at football pitches (“Respect”, “No to Racism”, “EqualGame”, “UEFA Foundation”), and the use for educational purposes of advertising space which UEFA could sell to commercial partners; the market value of these advertising spaces (billboards and 30-second TV adverts broadcast during half-time) would amount to roughly €290-340 million over four years. In addition, the HatTrick programme (see Section 8 below) could be considered, at least in part, as a social responsibility programme. The new UEFA ASSIST programme could also be mentioned here, which aims to share knowledge and best practices and to support UEFA’s five sister confederations and their member associations worldwide in their efforts to develop and strengthen football in their respective territories.

7. Promoting gender equality: women in football and the development of women’s football

36. Paragraphs 3 and 4 of Article 19 of the Statutes provide that at least one member of the Executive Committee and at least one of the European members of the FIFA Council (all of whom are elected by UEFA) must be a woman. At present there is only one woman on the Executive Committee and one woman who has been appointed as a member of the FIFA Council – respectively Ms Florence Hardouin (FR) and Ms Evelina Christillin (IT). Gender equality is, however, one of the stated priorities of UEFA’s new President. In connection with the new “#EqualGame” initiative, a diversity and inclusion handbook is due to be published in the near future. It seeks to promote social inclusion and gender equality within UEFA and its member associations by raising awareness of the value of diversity and firmly establishing inclusion in the culture of the organisation. The handbook reveals a significant disparity with regard more specifically to gender equality; for example, there is just one woman among the members of the senior management of the organisation and only 10% of the positions of unit head are filled by women.

37. UEFA has launched a specific long-term programme to promote women to leadership jobs in European football called the “Women in Football Leadership Programme”. The aim of this programme is to identify women with the potential to take on management functions and help them to develop their skills, enabling them to get closer to occupying leadership positions. In addition, women who are already in positions of responsibility will be offered more support in their tasks.

38. UEFA sees the development of women’s football as a strategic factor in the development of football as a whole and aims to promote it as a stimulus to social progress. A new activity, the “Together #WePlayStrong” campaign, which is aimed primarily at girls between 13 and 17, is intended to change perceptions of women’s football and encourage girls to take up this sport so that football becomes the number one women’s sport in Europe by 2020. In this context, UEFA will work closely with its 55 member associations. The campaign, which has the European Commission’s support, will feature in TV adverts which will be broadcast throughout the coming season.¹¹ It is based on a study conducted by the University of Birmingham, which focused on the psychological, physical and emotional benefits that girls draw from playing football.¹²

39. At national level, UEFA’s strategy is based on the implementation of local participation programmes by all 55 member federations (which UEFA will support in their efforts) and aims to reach out to girls and offer them adapted content through the new media channels, as they do not consult the media that is normally used to promote men’s football. UEFA will also co-operate with a network of sponsorship partners to reach an even wider target audience.

¹¹ See the advert [here](#).

¹² The study shows that playing football can significantly increase young women’s self-confidence and fulfilment, help them to make friends and enable them to acquire basic skills for life. Most of the girls who took part in this study consider that being part of a team made them stronger and, regardless of the result of matches, the shared experience brought them more benefits than winning.

8. Solidarity and football development

40. The solidarity programme is financed from two different sources of net receipts: EURO and UEFA merchandise and the merchandise of UEFA's main interclub competitions, namely the Champions League and the Europa League. The financial results for 2015-2016 made it possible to set aside €1163.7 million for solidarity projects. In this respect, it should be noted that not all payments are made in the same year, both because of internal approval procedures but also because the main programme, HatTrick, is spread over a four-year cycle. As to real payments in the year under consideration, the 2015-2016 financial report lists solidarity payments totalling over €312.3 million.

41. Solidarity works in different directions and includes joint funding of routine activities, funding for investment projects relating in particular to the development of infrastructure and renovations, making incentive payments for activities including the good governance programme and women's football development programme, financing activities to promote the development of junior players in professional football and redistributing some of its receipts to clubs which have not taken part in the two interclub competitions and those eliminated in the initial rounds.

42. As a result of the significant increase in the receipts from the two interclub competitions (€2 160 million net after deduction of the direct costs of organising these competitions) UEFA has been in a position not only to distribute €1 767.6 million to the participating clubs but also (in addition to the sums allocated to interclub solidarity) to earmark €198.7 million specifically for "European football", which includes, in particular, financing of other competitions, football development and education activities and UEFA's administrative and institutional costs. It also emerges from the financial report that the "contribution to European football" amounts to 8.2% of the receipts from interclub competitions.

9. Promoting principles of good governance

43. Article 2 of the UEFA Statutes expressly states that the organisation's objectives are, among other things, to "promote and protect ethical standards and good governance in European football" and to "ensure that sporting values always prevail over commercial interests".

44. A new Article 7bis has now been added to the Statutes, under which UEFA member associations must, among other things, "*respect the principles of loyalty, integrity and sportsmanship in accordance with the principles of fair play*", "*manage their affairs independently and with no undue influence from third parties*" and "*provide in their statutes for a democratic procedure guaranteeing that their executive body is freely elected and that their other bodies are elected or appointed in a completely independent way*".

45. In this context, UEFA has begun putting a new policy in place. The idea is to have by 2020 (for the new HatTrick cycle) a list of good governance principles and management rules which will be related not only to the statutes of the member associations but also to the longer-term implementation of their strategy. A dedicated working group will shortly be set up to look more closely into this and study possible incentives.

Appendix 1

Recommendations made to UEFA by Resolution 2053 (2015) “The reform of football governance”	
<p>Ensure that any country bidding for the organisation of major sports events undertakes, in all activities linked to the organisation and conduct of the event, to abide by international standards in respect of fundamental rights, including the standards of the ILO.</p>	<p>Done</p> <p>According to section 3.3 of the “EURO 2024 Tournament Requirements”:</p> <p>“The Bidders have the obligation to respect, protect and fulfil human rights and fundamental freedoms, with a duty to respect human, labour and child rights during the Bidding Procedure and, if appointed, until the end of the dismantling of UEFA EURO 2024.</p> <p>'Human rights' refers to the set of rights and freedom to which all human beings are considered to be entitled to, whatever their nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, religion, language, age, or any other status. These rights are all interrelated, interdependent and indivisible.</p> <p>As mentioned in the United Nations' Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework, an authoritative list of the core internationally recognised human rights is contained in the International Bill of Human Rights (consisting of the 'Universal Declaration of Human Rights' and the main instruments through which it has been codified: the 'International Covenant on Economic, Social and Cultural Rights' and the 'International Covenant on Civil and Political Rights'), coupled with the principles concerning fundamental rights in the eight ILO fundamental conventions as set out in the Declaration on Fundamental Principles and Rights at Work and its Follow-up. In addition, United Nations' Convention on the Elimination of All Forms of Discrimination against Women, as well as the United Nations' Convention on the Rights of the Child are to be taken into consideration. The Bidders and then the Host Association must be in compliance with the texts mentioned above.</p> <p>In order to respect at best human rights, the Bidders should aim at:</p> <ul style="list-style-type: none"> · culturally embedding human rights; · proactively addressing human rights risks; · engaging with relevant stakeholders and implementing means of reporting and accountability.” <p>The “Tournament Requirements” also includes examples of reporting indicators, such as measures to prevent child labour in supply chains or to prevent labour rights violations, in particular when building or renovating the stadiums; evidence of meaningful consultation of stakeholders and vulnerable groups; a complaint mechanism and effective remedies for human rights infringements.</p> <p>In addition, the “Bid Dossier Template” requires that candidates describe how they will integrate the United Nations' Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework for UEFA EURO 2024, in order to protect, respect and fulfil universal human rights,</p>

	<p>including child rights and the rights of workers as well as ensure that those acting in the government's/public Authorities' name protect and respect these rights contained in the above-mentioned treaties.</p> <p>Furthermore, the "Staging Agreement" includes the following principles:</p> <p>"a. Human Rights: the Host Association, which has the duty to protect human rights, shall support and guarantee the respect of internationally proclaimed human rights and ensure that the Host Association is not complicit in human rights abuses including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of UEFA EURO 2024™ and the Additional Events and ensuring access to remedy in cases violations are reported.</p> <p>b. Child Rights: the Host Association shall recognise the specific importance needed to respect children's rights, support their promotion, guarantee respect for the United Nations Convention on the Rights of the Child and ensure that the Host Association is not complicit in child rights abuses including by supporting external independent monitoring, conducting monitoring of all stages of the planning, delivery and dismantling of UEFA EURO 2024™ and the Additional Events and ensuring access to remedy in cases violations are reported."</p> <p>Remarkably, these provisions (which are expected to appear in the documents related to subsequent UEFA competitions) seem to go beyond the direct link with the organisation of the UEFA EURO 2024 and to call for a wider permanent commitment to uphold human rights.</p>
<p>Strengthen co-operation with the relevant intergovernmental organisations to promote human rights through sport and foster their effective protection, in particular through their development programmes.</p>	<p>Done</p> <p>In July 2017 UEFA joined the Steering Committee of the "Mega-Sporting Events Platform for Human Rights" (MSE Platform), an emerging multi-stakeholder coalition of international and intergovernmental organisations, governments, sports governing bodies, athletes, unions, sponsors, broadcasters, and civil society groups. MSE Platform members are working together to develop more comprehensive, consistent, and accountable approaches to managing social risks and adverse human rights impacts arising from MSEs.</p> <p>Moreover, UEFA and the Council of Europe are currently negotiating a memorandum of understanding which (according to the information received) will seek to develop co-operation between the two organisations in fields of common interest, first and foremost the safeguarding and strengthening of human rights and the promotion of integrity and good governance in and through sport.</p> <p>As part of its social responsibility programme, UEFA supports activities which address social issues through football and has set up partnerships with organisations which help to promote human rights, reconciliation and peace through their work, together with football for all. Among its activities in this area are the Respect Campaign, the UEFA Foundation for Children, the campaign against discrimination (in co-operation with activities including FARE), the promotion of Football for All and projects relating to "peace and reconciliation".</p>

**Specific recommendations adopted on 27 January 2015 by the Committee on Culture, Science, Education and Media
(see Appendix 2 of the report on “The reform of football governance”)**

1. Improve disciplinary procedures and reinforce the independence of the members of the disciplinary bodies and the transparency of their work

<p>1. Inspectors and members of the Control, Ethics and Disciplinary Body and of the Appeals Body should be elected and removed by the Congress; removal should be decided only upon motivated request from the Executive Committee.</p>	<p>Partly done</p> <p>The Executive Committee elects the members of these bodies and they are then presented to the Congress for ratification. (Article 32.2 of the Statutes). Article 13.2 n) of the Statutes provides that the competence of the UEFA Congress has the authority to remove members of the organs.</p>
<p>2. The Disciplinary Regulations should establish a clear link between the most serious breaches and the most severe sanctions: when bribery, corruption and breaches against the integrity of matches and competitions are eventually established, the most severe sanctions, i.e. long-term or life ban, must be applied (the length of the ban allowing for the sanction to be tailored depending on the concrete circumstances of a given case).</p>	<p>Not done (though, in practice, severe penalties are applied in serious cases)</p> <p>Despite the absence of any formal provision, UEFA states that for the most serious offences (involving corruption, match-fixing, etc.), it has consistently been the approach of its disciplinary bodies to reflect UEFA’s “zero tolerance”. Life bans have been imposed on players, referees and officials involved in cases of match-fixing and these sanctions have often been upheld by the Court of Arbitration for Sport.</p>
<p>3. At least in cases of corruption, bribery and match-fixing, the procedure before the disciplinary bodies should be public, with the exception only to ensure the protection of vulnerable witnesses or to comply with an obligation of confidentiality imposed according to the national law, in particular within the framework of the collaboration between disciplinary bodies and the judiciary.</p>	<p>Not done; however, initial progress made in cases of doping.</p> <p>A few weeks ago UEFA became the first sports governing body in Europe (and perhaps the world) to make some disciplinary proceedings public. For the time being, this new practice is restricted to doping cases, where the need for the rights of individuals to be protected is expressed most insistently. In the same vein, UEFA has set up a legal aid system including officially appointed lawyers, reimbursement of accommodation costs, <i>pro bono</i> legal assistance and non-payment of the costs of anti-doping tests.</p>
<p>4. Concerning the protection of anonymous witnesses, Article 40.1 of the Disciplinary Regulations should be modified so as to apply to other cases – in addition to danger for life or physical integrity – when factual circumstances require the protection of a witness.</p>	<p>Not done</p>

2. Reinforce transparency, accountability and prevention of conflicts of interest	
5. Transparent decision-making on all bids for the hosting of UEFA international sports events should be ensured by requiring “open ballots” and the publication of the results of each ballot.	<p>Partly done</p> <p>UEFA Statutes do not explicitly require open ballots or the publication of the results of ballots on bids for the hosting of UEFA international sports events. It should be pointed out, however, that:</p> <ul style="list-style-type: none"> - Article 27.1. of the Statutes makes it a general rule that “<i>votes shall be open and elections shall be secret, unless the Executive Committee decides otherwise</i>”; it seems possible therefore for votes concerning the host country of competitions held by UEFA to be open (although this is not guaranteed); - Article 50, paragraph 1, of the Statutes now provides that “<i>regulations governing the conditions of participation in and the staging of UEFA competitions ... [must] set out a clear and transparent bidding procedure for all UEFA competitions, including competition finals</i>”. The aim of this amendment is to ensure that the places in which UEFA competitions are to be disputed are selected in an entirely objective manner and not on the basis of “political” considerations.
6. The salary grids for all key positions, as well as the level of per diems and expenses reimbursements, should be made public.	<p>Pending; decision in principle adopted</p> <p>A compensation committee was set up in 2016. The rules on this are contained in Articles 79 and 80 of the UEFA Organisational Regulations.</p> <p>In July 2017 UEFA took the decision to publish this information in its annual financial report, beginning with its 2018 report, due out in February 2018. It will include the salaries of the President, the Secretary General, the members of the Executive Committee and the Directors. Their daily allowances should also be published.</p>
7. UEFA should ensure that the full costs for its President, each of the members of the Executive Committee and each of its most senior officials be made public.	<p>Not done</p> <p>At this stage, the decision cited above does not seem to apply to the costs in question.</p>
8. In addition to the age limit, UEFA should consider limiting the duration of the term of office of the President and other elected managers in governing bodies mentioned in the UEFA Statutes, including the Executive Committee. The relevant provisions in the Olympic Charter are, in this respect, a good model.	<p>Done</p> <p>Article 22.1 of the new UEFA Statutes (which were adopted by the UEFA Congress in April 2017 and came into force on 1 July 2017) now state that “<i>No person may serve as President or member of the Executive Committee for more than three terms of office (whether consecutive or not). Any partial term of office shall count as one full term</i>”. Article 22.2 stipulates that “<i>A person aged 70 or more shall not be eligible for election or re-election</i>”.</p> <p>Moreover, Article 21.3 stipulates that each member of the Executive Committee to be elected by the Congress, except for the President, “<i>shall hold active office in their association</i>”. The idea is to promote closer links between the UEFA Executive Committee and the national associations, thus avoiding “political parachuting”. In order to remove any ambiguity, a fresh definition of “<i>active office</i>” will no longer allow an honorary president or vice-president to stand for election or re-election to the Executive Committee, thereby encouraging the renewal of membership.</p>

3. Gender equality	
<p>9. There is a need to develop gender equality policy. UEFA should aim at encouraging female candidates to key positions and seek to have a knock-on effect on gender equality policies of the national associations.</p>	<p>Partly done</p> <p>Paragraphs 3 and 4 of Article 19 of the Statutes provide that at least one member of the Executive Committee and at least one of the European members of the FIFA Council (all of whom are elected by UEFA) must be a woman. At present there is only one woman on the Executive Committee and one woman who has been appointed as a member of the FIFA Council – respectively Ms Florence Hardouin (FR) and Ms Evelina Christillin (IT). Gender equality is, however, one of the stated priorities of UEFA’s new President, so some progress can be expected in this respect.</p> <p>Gender equality is, however, one of the stated priorities of UEFA’s new President, so some progress can be expected in this respect.</p> <p>In this connection, it should be pointed out that UEFA has launched a specific long-term programme to promote women to leadership jobs in European football called the “Women in Football Leadership Programme”. The aim of this programme is to identify women with the potential to take on management functions and help them to develop their skills, enabling them to get closer to occupying leadership positions. In addition, women who are already in positions of responsibility will be offered more support in their tasks.</p>