

# *Sustainability Report* **2014**

*Federazione Italiana Giuoco Calcio*



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## Foreword by the President

The Italian Football Association is a composite organisation that governs and oversees the entire Italian football system, which in turn involves the country economically, geographically, politically, demographically and with regards to gender. For a number of years, social responsibility has been a key, distinctive theme for FIGC, affecting all policies adopted by the Association. Since 2011, the organisation has moved towards greater transparency by, amongst other things, providing accurate and complete information via the Sustainability Report. This document provides all stakeholders with comprehensive information about the organisation, its activities and its performance in relation to all related parties, demonstrating the central role the Association plays in our country.

The FIGC Sustainability Report is an innovative document both internationally – where it has met with the approval of FIFA, UEFA and several foreign Associations – and nationally,

where it has become an example of best practice for many Italian football clubs.

This edition of the Sustainability Report, besides summarising the activities of and work done by FIGC in 2013 and 2014 – from developing grassroots and youth football to promoting our technical, cultural and historical heritage – aims to list the highlights of a very successful two years for the Italian Football Association. This period saw Italy become European champions at the UEFA European Futsal Championship, finish third in the Women's Under 17 World Cup and European Championship, qualify for the European Under 21 Championship and the A National Team finish third in the Confederations Cup and qualify for the FIFA World Cup in Brazil.

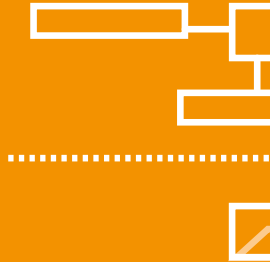
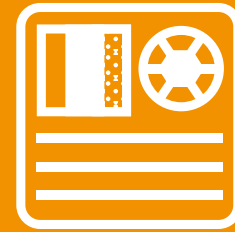
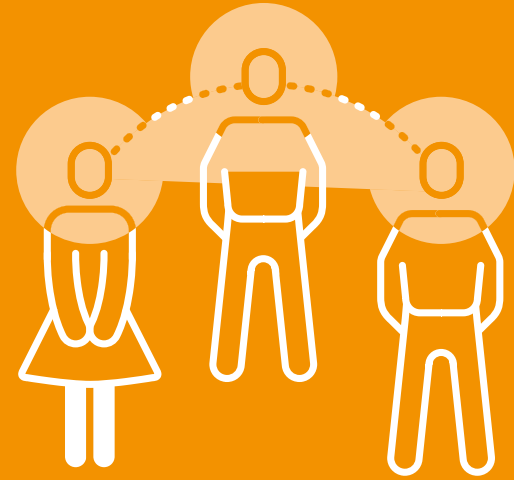
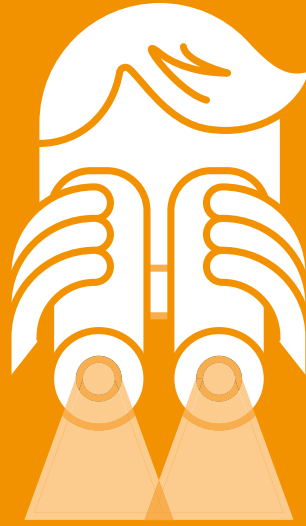
In the knowledge of the Association's institutional role and the importance of delivering positive messages through football and the image of Azzurri players, this two-year period saw the Italian Football Association particularly active in terms of social responsibility, both via

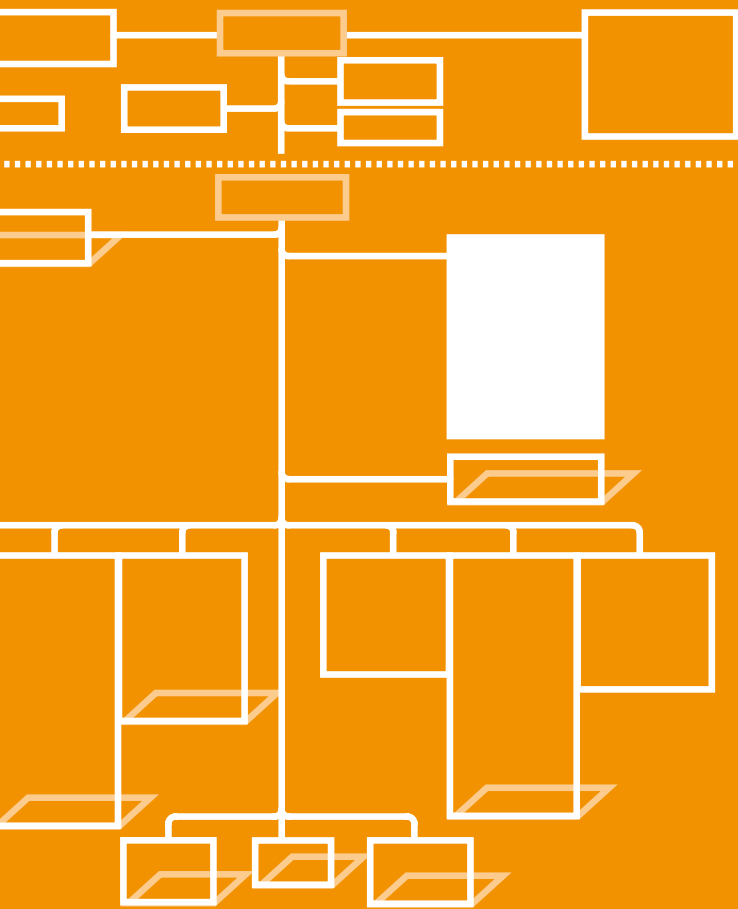
the efforts of the National Teams and thanks to effective collaboration with organisations already working on a series of social issues.

Following the continued growth of the media and new means of communication, FIGC has often been the subject of scrutiny by public opinion over the work it does for its stakeholders. The Sustainability Report is concrete proof of an organisation which constantly questions itself over the value it is called upon to produce and distribute for the benefit of the entire system, its supporters and sport lovers, so that football can continue to represent what it has always meant in the history of our country.



Carlo Tavecchio  
FIGC President





*PART 1*

# ***Identity and Governance***



## Identity and Mission

The Italian Football Association (hereinafter “FIGC”) established in 1898, recognised by FIFA in 1905 and a founding member of UEFA since 1954, is the national association of sports clubs and associations whose goal is to play the game of football in Italy.

FIGC’s purpose is to:

- > **Promote and govern the activities of the game of football and all aspects connected with it, combining professional and amateur operations within a central structure**
- > **Promote the eradication of all forms of social discrimination, racism, xenophobia and violence from the game of football**

Among the Association’s members are the Leagues, which are entrusted with the organisation of the professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (LND, National Amateur League) championships, the Italian Referees’ Association (AIA), which appoints the referees and assistant referees regarding matches for which FIGC is directly responsible, Technical Bodies (i.e., the Players’ Union and the Coaches’ Union), the Technical Sector, and the Youth and School Sector. For a detailed analysis of the Association’s functions, see FIGC Statutes which can be consulted at [www.figc.it](http://www.figc.it) in the **Regulations** section.

## The Italian Football Association



## FIGC in Figures

Sports Season 2013-2014

# 1,372,137

The aggregate total of FIGC members, composed of **1,073,286** players, **23,474** technical staff, **34,381** referees and **240,996** managers.

# 1 athlete out of 4

**25%** of the total number of registered athletes with the 45 National Sports Federations affiliated to CONI come from FIGC, while the overall rate with respect to the number of clubs registered for the National Sports Federations is equal to **23%**.

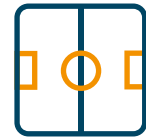
# 666,506

The number of young players who carry out activities within the Youth and School Sector. In terms of youth activity, **Italy** is the **fourth European football system**, behind only Germany, France and England.



# 596,173

official matches



# 12,131

approved football pitches

# 1 for every 56

registered players per inhabitant

<b>Clubs</b>	<b>13,652</b>
Professional clubs	111
Amateur clubs	10,316
Youth and School Sector clubs	3,225
<b>Teams</b>	<b>62,295</b>
Professional teams	468
Amateur teams	15,521
Youth and School Sector teams	46,306

<b>Registered Players</b>	<b>1,073,286</b>
Professional Activity	13,062
<i>Professionals</i>	2,930
<i>Young Professionals</i>	10,132
Amateur Activity	393,718
Youth and School Sector	666,506



# 53,805

foreign players



# 9,793

foreign minors registered for the first time

# 1 for every 4,372

football clubs per inhabitants

<b>Registered Technical Staff</b>	<b>23,474</b>
Coaches	21,792
Athletic Trainers	340
Doctors	543
Health Professionals	799
<b>Referees</b>	<b>34,381</b>
National Bodies	1,870
Regional Bodies	32,511

<b>Managers</b>	<b>240,996</b>
Lega Serie A	496
Lega Serie B	224
Lega Pro	1,733
LND	238,543

# History



FIGC is established  
First Italian  
Championship

**1898**



First Italian  
Championship  
at a national  
level

**1913**



The A  
National  
Team wins  
the World  
Cup in Italy

**1934**



The A  
National  
Team is  
runner-up at  
the World  
Cup in  
Mexico

**1970**

FIGC  
reformation  
process:  
Leagues are  
introduced  
and Technical,  
Youth and  
School Sectors  
are created

**1959**

**1905**  
FIGC is  
recognised  
by FIFA

**1911**  
The National  
Team adopts  
a blue jersey  
Italian  
Referees'  
Association  
is established



**1922**  
Coppa Italia  
is launched

**1929**  
National Top  
Division is  
named  
"Serie A"

Italian league  
winners stitch  
three-coloured  
badge on their  
shirts for first  
time

**1924**

**1936**  
Gold Medal  
at the Berlin  
Olympics

The A  
National  
Team wins  
the World  
Cup in  
France

**1938**

**1954**  
FIGC among  
the founding  
members of  
UEFA

**1968**  
The A  
National Team  
wins the  
European  
Championship  
in Italy



**1973**  
Artemio  
Franchi is  
elected  
UEFA  
President



**The A National Team wins the World Cup in Spain**  
**1982**

**The Under 21 National Team wins the European Championship**  
**1992**

The A National Team is runner-up at the World Cup in USA  
**The Under 21 National Team wins the European Championship**  
**1994**

The Women's A National Team is runner-up at the European Championship in Norway/Sweden  
**1997**

Players' and Coaches' Unions sit on the FIGC Executive Committee  
**2001**



**The Under 21 National Team wins the European Championship**  
The Under 21 National Team wins the bronze medal at the Athens Olympics  
**2004**



**The Under 19 Women's National Team wins the European Championship**  
**2008**



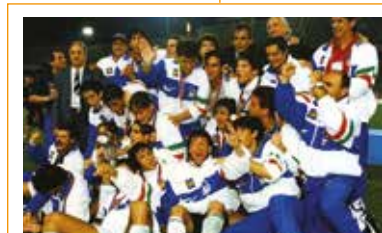
The A National Team is runner-up at the European Championship in Poland/Ukraine  
**2012**

**The Futsal National Team wins the European Championship**  
The Women's Under 17 National Team is ranked third at the European Championship and at the World Cup  
**2014**

**1990**  
The A National Team is ranked third at the World Cup held in Italy



**1993**  
The Women's A National Team is runner-up at the European Championship in Italy



**1996**  
**The Under 21 National Team wins the European Championship**

**2000**  
The A National Team is runner-up at the European Championship in Belgium/Holland  
**The Under 21 National Team wins the European Championship**

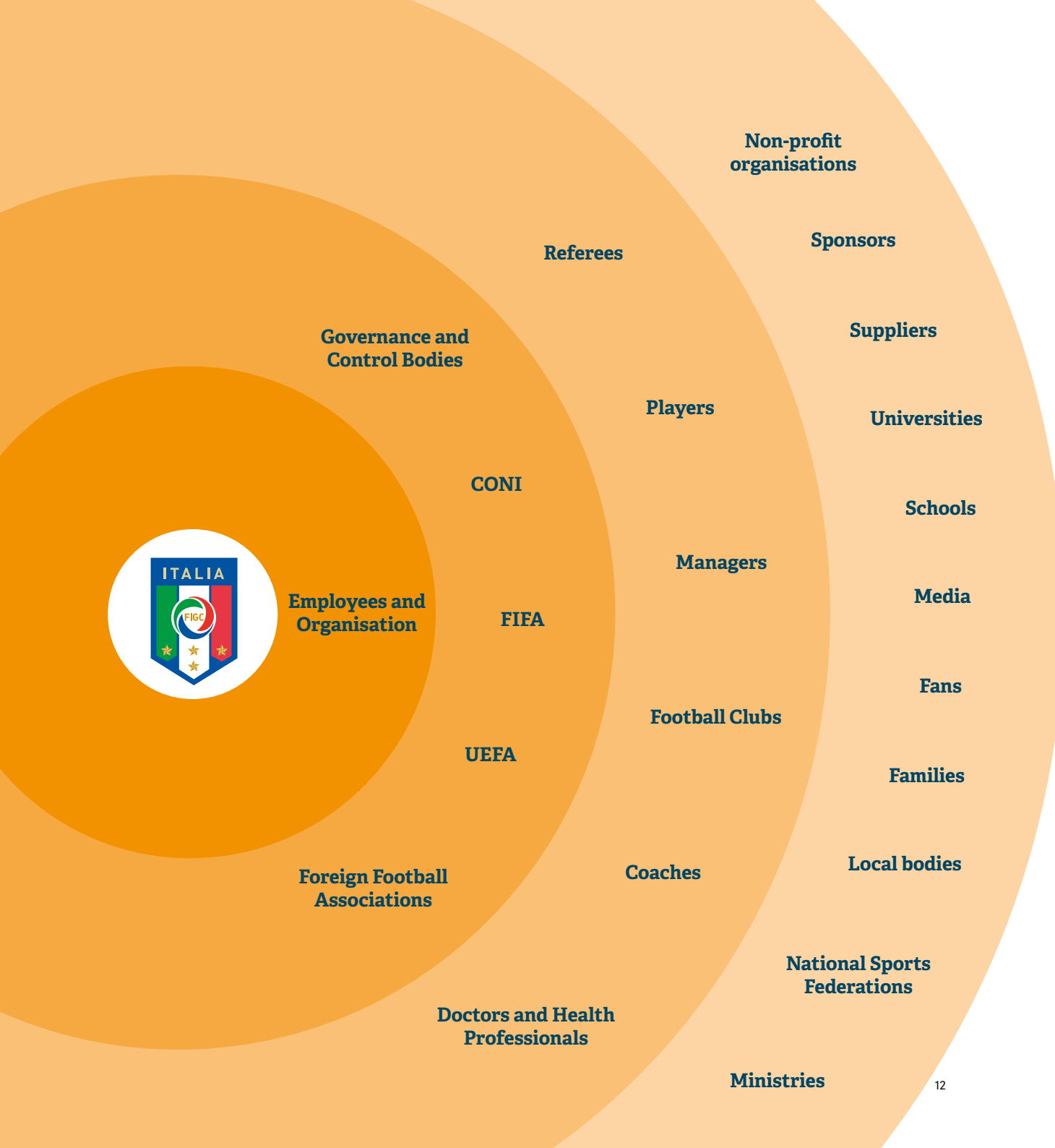
**2003**  
**The Under 19 National Team wins the European Championship**  
**The Futsal National Team wins the European Championship**



**2006**  
**The A National Team wins the World Cup in Germany**

**2010**  
The National Professional League is split into Lega Serie A and Lega Serie B

**2013**  
The A National Team comes third in the Confederations Cup in Brazil  
The Under 21 National Team is runner-up at the European Championship  
The Under 17 National Team is runner-up at the European Championship



## FIGC Stakeholders



Identifying the stakeholders is a critical step for those engaged in Social Responsibility so FIGC has created this overview of its stakeholders, organised according to their level of “proximity”. Information on the type of exchanges carried out with each category is available in the different sections of this Sustainability Report.

## Organisation and Governance



FIGC bodies



### 2013

**Giancarlo Abete**  
President

**Carlo Tavecchio**  
Deputy Vice  
President

**Demetrio Albertini**  
Vice President

**Antonello Valentini**  
Chief Executive Officer

**Antonio Di Sebastiano**  
Director of Regulatory  
Affairs



**Carlo Tavecchio**  
President

**Maurizio Beretta**  
Deputy Vice  
President

**Mario Macalli**  
Vice President

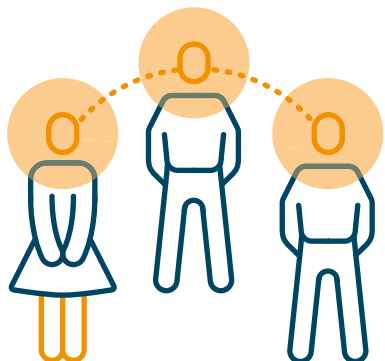
**Michele Uva**  
Chief Executive Officer

**Antonio Di Sebastiano**  
Director of Regulatory  
Affairs

### 2014\*

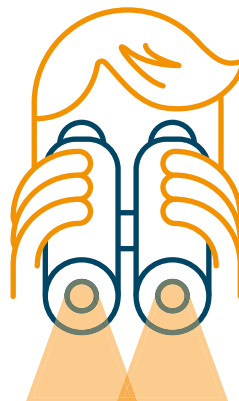
\* Appointments subsequent to the Electoral Assembly on 11 August 2014

NEW



### New organisational structure

In early 2015, FIGC launched a major internal reorganisation process. New areas were established with the objective of increasing the effective capacity of steering, coordination and control by senior management. Among the main changes, the Internal Auditing department was identified. This aims to apply procedures correctly, identify risk areas and propose appropriate corrective actions. A Central Purchasing Office improve planning and efficiency in this area.



### Organisational, Management and Control Model pursuant to Legislative Decree 231/2001

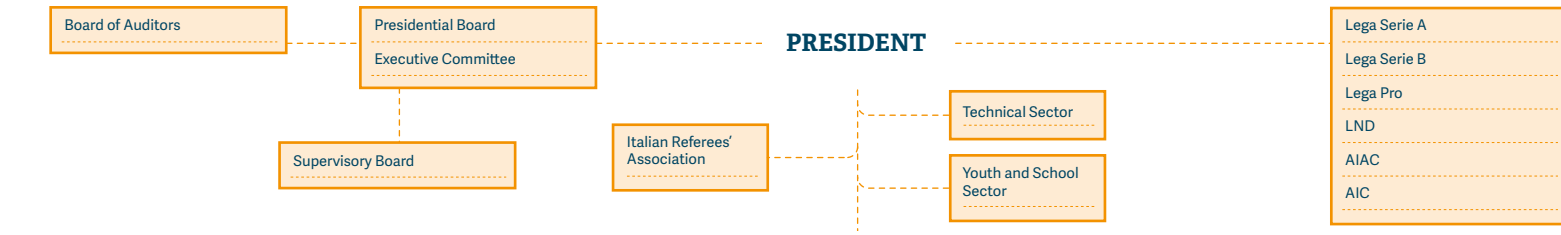
In April 2015, the FIGC Executive Committee approved the project to adapt to the provisions of Legislative Decree no. 231/2001 on bodies' administrative liability, with the adoption of the Model and the appointment of the Supervisory Board.



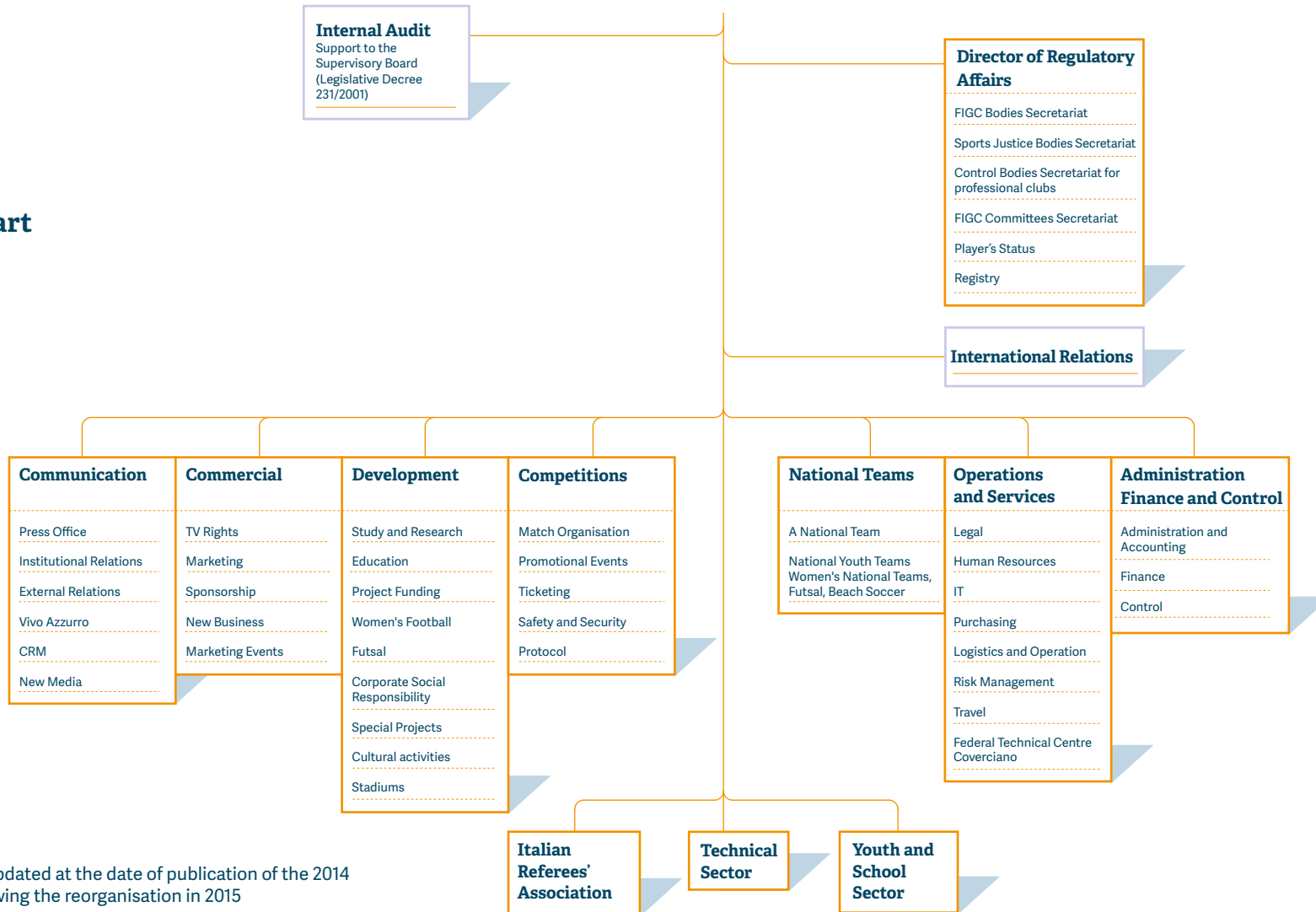
### Code of Ethics

The paramount goal of the Code of Ethics is to provide a clear and unambiguous definition of ethical and moral standards, together with information on the resulting sanction regulations, and is directed at FIGC managers, employees, consultants, collaborators and business partners. In April 2015, the Code of Ethics was updated to the needs of FIGC and represents an essential element of the internal control system and of the Organisational, Management and Control Model pursuant to Legislative Decree 231/2001.

Note: the Organisation Model and the Code of Ethics can be found at [www.figc.it](http://www.figc.it) in the **Transparency** section.



**CEO/General Secretary**



**Organisation chart**  
**Function chart**

Note: organisation chart updated at the date of publication of the 2014 Sustainability Report following the reorganisation in 2015



NEW

**Sports Justice Bodies**

- > National and Local Sports Judges
- > FIGC Prosecutor's Office
- > National FIGC Tribunal
- > Local FIGC Tribunal
- > National Sports Court of Appeal
- > Local Sports Court of Appeal
- > FIGC Court of Appeal

**Supervisory bodies for professional clubs**

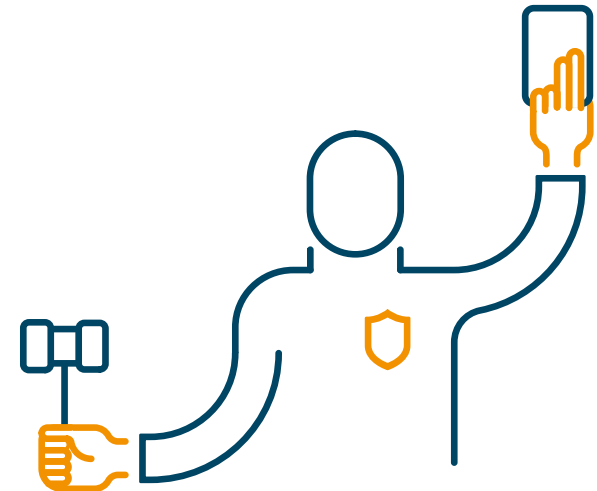
- > National Licences:
  - Professional Football Financial Control Committee
  - Infrastructural, Sporting and Organisational Criteria Committee
- > UEFA Licensing and Financial Fair Play:
  - First Instance Committee
  - Second Instance Committee

**FIGC Committees**

- > Anti-doping and Health Protection Committee
- > Award Committee
- > Sports Agents' Committee
- > Sporting Directors' Committee
- > FIGC Regulations Committee

**FIGC Sports Justice Authority**

Ensures the independence, autonomy, impartiality and confidentiality of the Sports Justice Bodies, gives opinions and proposals, considers the applications of components and takes disciplinary measures against all the members of these bodies.



NEW

## Reform of FIGC Committees

In early 2015, as part of the rationalisation of the management of the various activities, FIGC approved the restructuring of the FIGC Committees (reducing the number of members, aligning expiries, merging specific areas).

### Pre-reform

#### Number of Committees

11

#### Number of Members

87

### Post-reform

#### Number of Committees

9

#### Number of Members

57

## Sports Justice Reform

On 1 August 2014 the new FIGC Statutes and the Revised FIGC Code of Sports Justice were published. The main changes concern the new Sports Justice Bodies, both at a local and national level, their respective powers, the procedural rules and the relationship between the FIGC Prosecutor's Office and the new CONI organisation, the Sports Prosecutor General's Office.

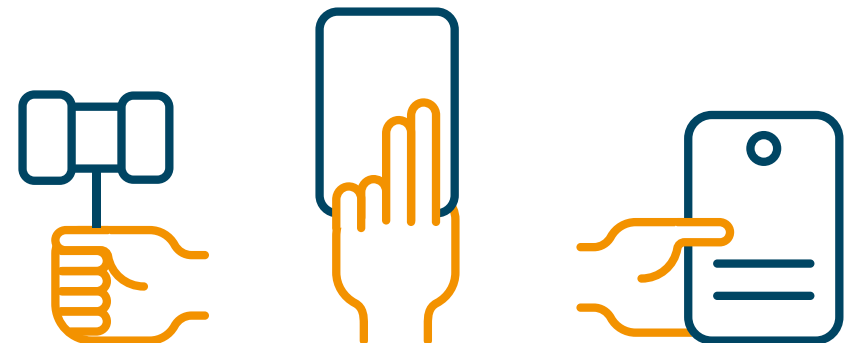
### Composition of Sports Justice Bodies prior to 1 August 2014

- > National and Local Sports Judges
- > FIGC Prosecutor's Office
- > National Disciplinary Committee
- > Local Disciplinary Committee
- > FIGC Court of Justice
- > Other specialised bodies



### Composition of Sports Justice Bodies post 1 August 2014

- > National and Local Sports Judges
- > FIGC Prosecutor's Office
- > National FIGC Tribunal
- > Local FIGC Tribunal
- > National Sports Court of Appeal
- > Local Sports Court of Appeal
- > FIGC Court of Appeal



NEW

(Post 01.08.2014)

### National and Local sports judges

Judges of the court of first instance responsible for national championships and competitions as well as for sports activities organised directly by the LND. Local sports judges are judges of the court of first instance responsible for championships and competitions at the local level.

### FIGC Prosecutor's Office

Carries out both investigative and prosecution duties, except for doping-related matters, which are dealt with by the CONI Prosecutor's Office.

### National FIGC Tribunal

It consists of the disciplinary section, registration section and economic disputes section. The disciplinary section is court of first instance in proceedings instigated on the referral of the FIGC Prosecutor's Office for national championships and competitions. The registration section passes judgement on all disputes regarding players' registrations, transfers and releases. The economic disputes section passes judgement on all financial disputes involving clubs.

### Local FIGC Tribunal

Court of first instance in proceedings instigated on the referral of the FIGC Prosecutor for championships and competitions at a local level, in proceedings against members of AIA performing activities at a local level and in the other areas covered by FIGC rules.

### National Sports Court of Appeal

Court of second instance on appeals against the decisions of the national sports judges.

### Local Sports Court of Appeal

Court of second instance on appeals against the decisions of the local sports judges.

### FIGC Court of Appeal

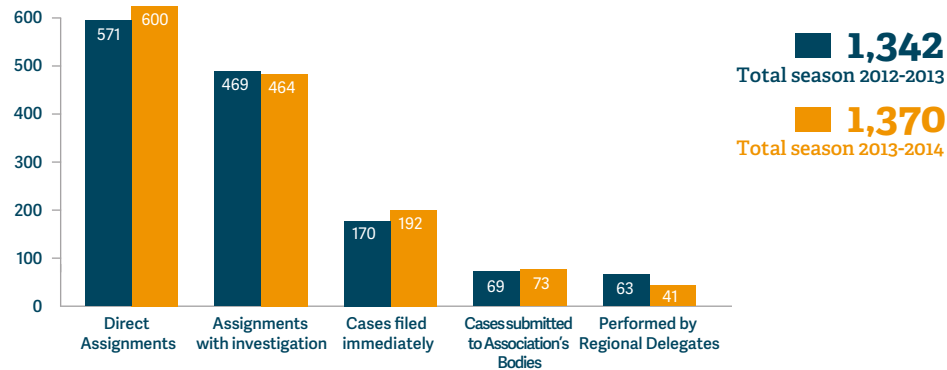
Court of second instance on appeals against decisions of the FIGC Tribunal at a national and local level. Passes judgement on proceedings for review and revocation, interprets the statutory rules and other applicable FIGC rules, passes judgement on the conditions of eligibility of candidates for FIGC positions and the incompatibility of FIGC managers.



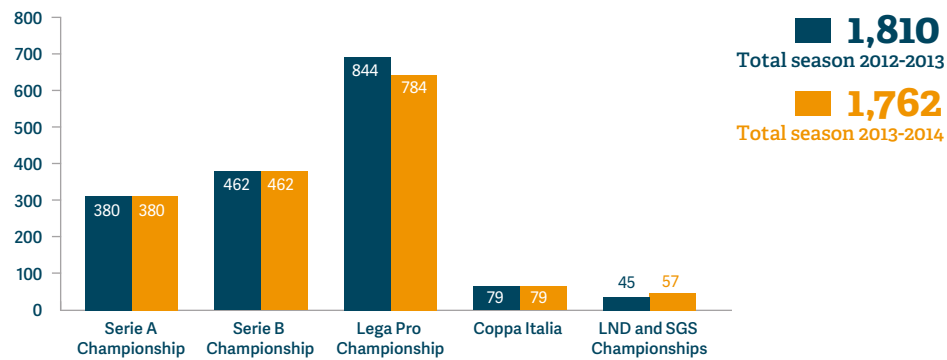
# Sports Justice in Numbers

## FIGC Prosecutor's Office

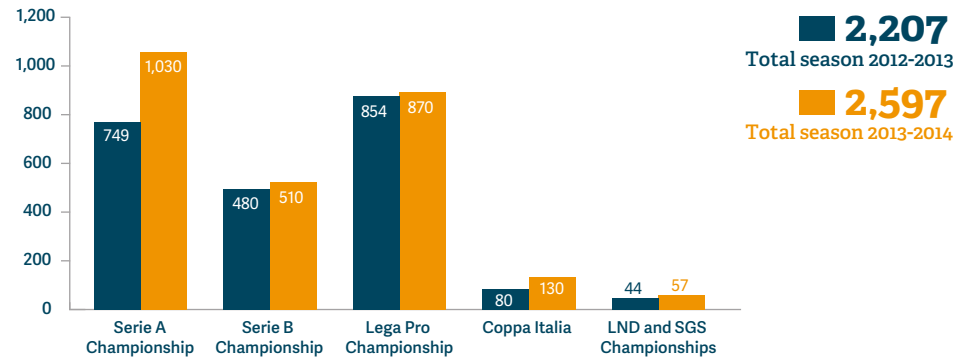
Proceedings initiated by FIGC Prosecutor's Office - seasons 2012-2013 and 2013-2014



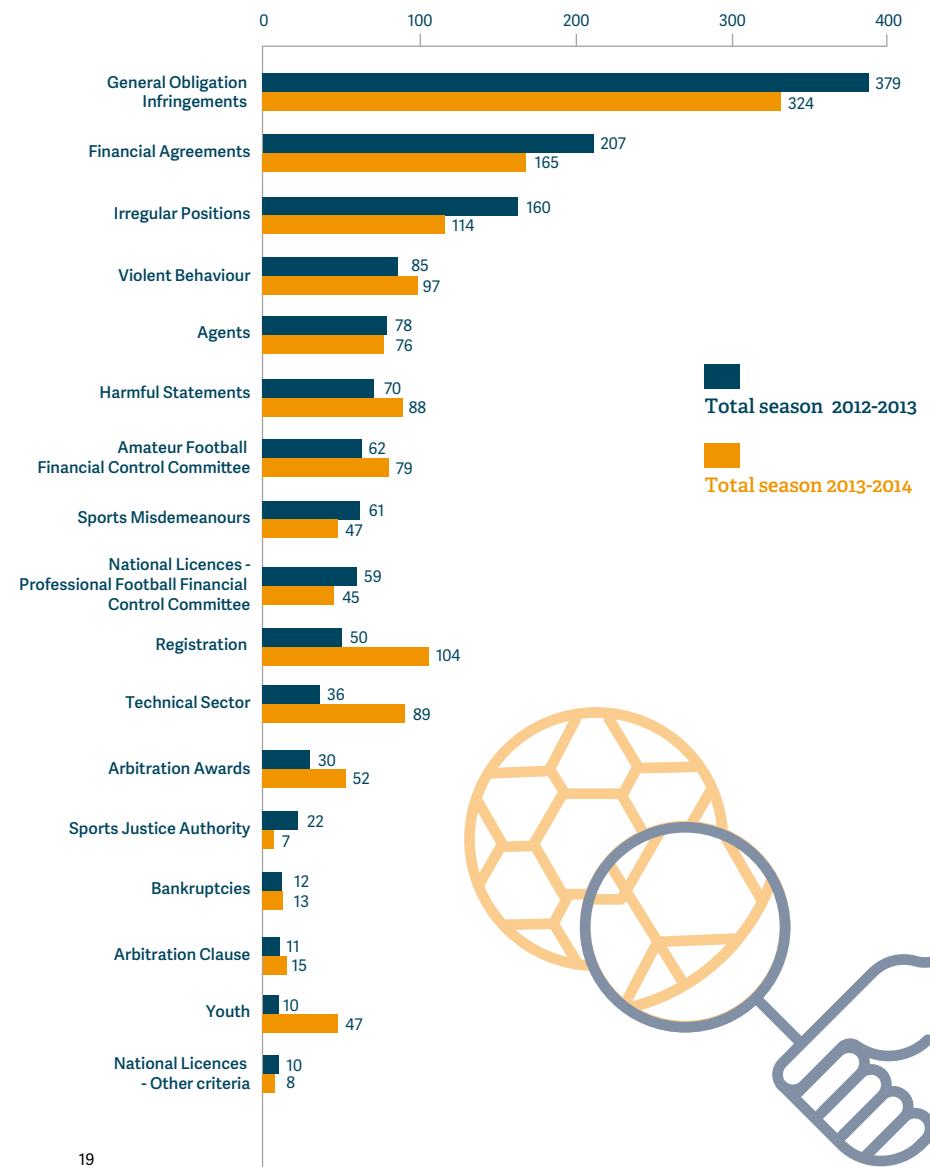
Matches checked by FIGC Prosecutor's Office - seasons 2012-2013 and 2013-2014



Assignments for carrying out controls - seasons 2012-2013 and 2013-2014



Types of violations pertaining to proceedings opened by the FIGC Prosecutor's Office



## National Disciplinary Committee



**73**  
meetings



**105**  
Official Notices published



**500**  
proceedings handled

of which **435** activated on the referral of the FIGC Prosecutor's Office: **395** accepted - **30** rejected - **4** inadmissible - **2** not prosecutable - **4** returned to FIGC Prosecutor's Office; **65** appeals to Local disciplinary committees: **10** presented by the FIGC Prosecutor's Office, **55** presented by registered members and clubs



**383**  
plea bargains negotiated  
(members and clubs)



**80**  
proceedings brought before  
the FIGC Court of Justice

## Sports Season 2013-2014



**66**  
meetings



**92**  
Official Notices published



**464**  
proceedings handled

of which **424** activated on the referral of the FIGC Prosecutor's Office: **380** accepted - **29** rejected - **2** inadmissible - **13** returned to FIGC Prosecutor's Office; **40** appeals to Local disciplinary committees: **5** presented by the FIGC Prosecutor's Office, **35** presented by registered members and clubs



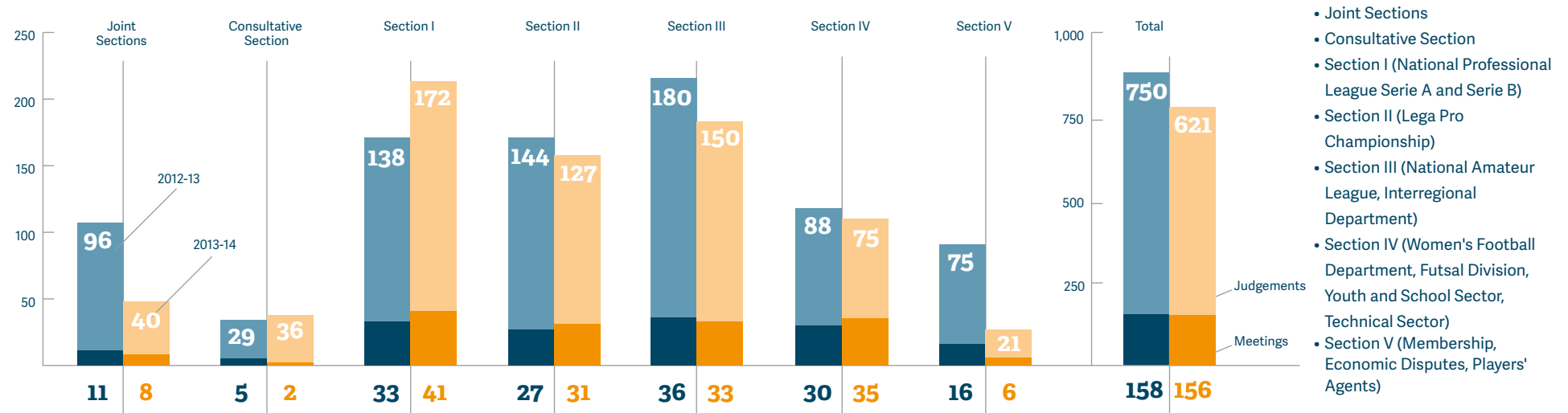
**155**  
plea bargains negotiated  
(members and clubs)



**43**  
proceedings brought before the  
FIGC Court of Justice

## FIGC Court of Justice

FIGC Court of Justice hearings and judgements seasons 2012-2013 and 2013-2014



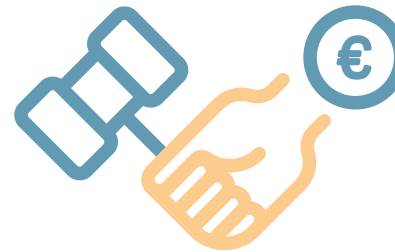
FIGC Court of Justice Appeals 2012-2013 season

Type	Upheld or Partially Upheld	Rejected	Inadmissible and Waivers	Orders	Total
Joint Sections	17	63	13	3	96
Section I	46	69	8	15	138
Section II	59	69	9	7	144
Section III	30	108	38	4	180
Section IV	36	40	7	5	88
Section V	39	15	7	14	75
<b>Total</b>	<b>227</b>	<b>364</b>	<b>82</b>	<b>48</b>	<b>721</b>
Consultative Section	3 Opinions		26 Investigation and extension requests		29

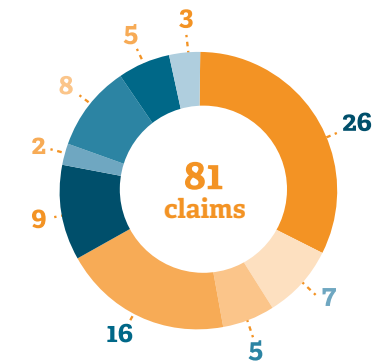
FIGC Court of Justice Appeals 2013-2014 season

Type	Upheld or Partially Upheld	Rejected	Inadmissible and Waivers	Orders	Total
Joint Sections	11	25	2	2	40
Section I	59	75	16	22	172
Section II	52	59	11	5	127
Section III	39	74	29	8	150
Section IV	36	25	9	5	75
Section V	7	10	3	1	21
<b>Total</b>	<b>204</b>	<b>268</b>	<b>70</b>	<b>43</b>	<b>585</b>
Consultative Section	0 Opinions		36 Investigation and extension requests		36

## Other specialised bodies

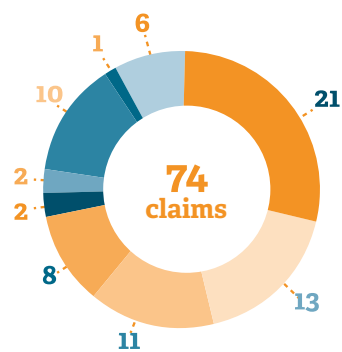


### Players' Registration Committee Sports Season 2012-2013



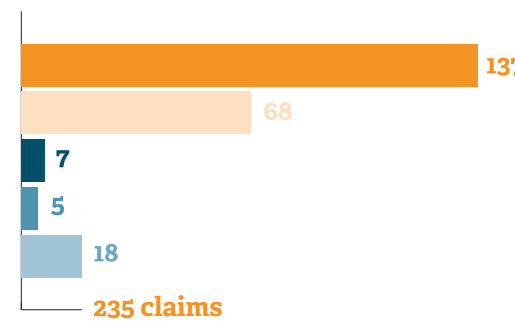
- Registration cancellation
- Registration validation
- Release due to change of residence
- Release due to player inactivity
- Release by agreement
- Contract termination
- Release due to registration expiry (over 25 years of age)
- Request for hearing for various reasons
- Release due to rejection by club

### Sports Season 2013-2014



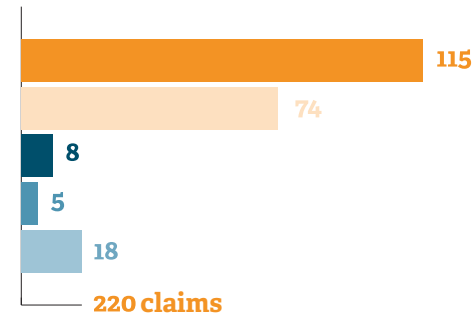
- Registration cancellation
- Release for activity
- Release due to change of residence
- Request for hearing by FIGC bodies
- Release due to rejection by club
- Release due to registration expiry
- Release by agreement
- Contract termination
- Registration validation

### Financial Dispute Committee Sports Season 2012-2013



- Request for Training Compensation
- Against decisions taken by the National Amateur League Financial Agreement Committee
- Request for Career Award
- Claims for damages to sports facilities
- Various reasons

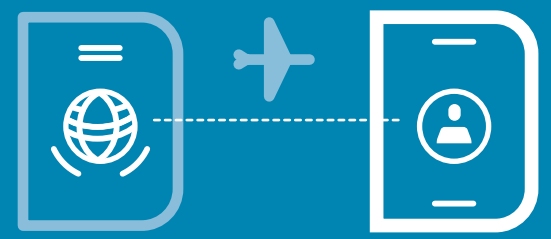
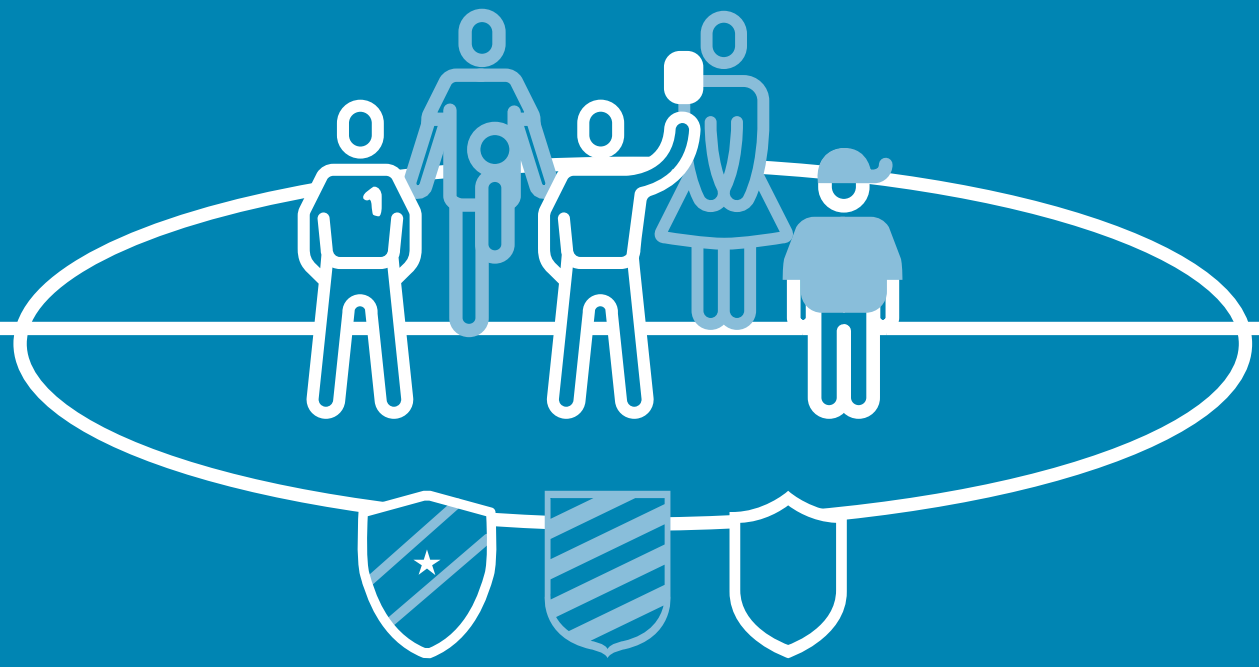
### Sports Season 2013-2014

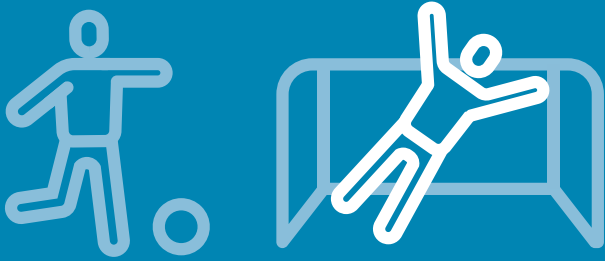


- Request for Training Compensation
- Disputes between players and clubs
- Request for Career Award
- Claims for damages to sports facilities
- Various reasons









*PART 2*

# *Activities*

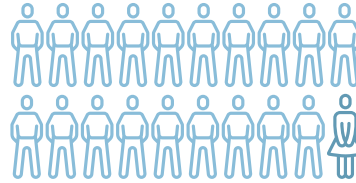
## Italian Referees' Association (AIA)

The Italian Referees' Association (AIA) is in charge of the recruitment, training and the technical, associative and disciplinary management of Italian football referees. AIA comprises national and local technical bodies: CAN A, CAN B, CAN PRO, CAN D, CAI, CAN 5, CAN BS, regional, provincial and sectional technical bodies.

### Training

AIA regularly organises technical meet-ups, which provide the best opportunity for training and assessment of the referees in every single technical body. During these meet-ups, educational meetings are organised using multimedia technology to analyse the cases that impact the 17 Laws of football, as well as specific fitness training and subsequent checks on preparation. We should mention the technical training meetings, run by the Technical Sector representatives within AIA Sections, which in the 2013-14 season numbered 335.

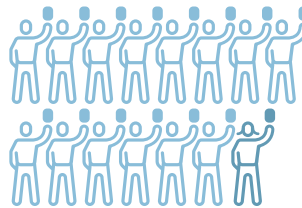
### AIA 2013-14 season



**34,381** members made up of 32,688 men and 1,693 women (5%)



**5,529** new members in 2014 and 5,708 in 2013, along with 5,477 and 5,379 respective resignations, retirements and unrenewed memberships



**25,971** active referees made up of 24,417 men and 1,554 women

Italy is second only to Germany in Europe for the number of active female referees



**53** women on AIA's national technical bodies

**1,932** foreigners registered with AIA

**24** years old the average age of AIA members. 46% of members are younger than 25. 17% are aged above 44

**210** sections throughout the country

**69** national meet-ups organised both in 2013 and 2014 (21 of which related to CAN A)

**57** training centres throughout the country

**In Europe Italy lead the way, ahead of Spain, France and Germany, in the number of international referees on the FIFA Referees' lists (36)**



## 2013

**116 international matches** officiated by Italian referees, including 17 in the UEFA Champions League and 19 in the UEFA Europa League; in May 2013, the Italian team of referee Nicola Rizzoli, along with assistants Renato Favarani and Andrea Stefani, officiated the 2012-13 UEFA Champions League Final.

## 2014

**90 international matches** officiated by Italian referees, including 18 in the UEFA Champions League and the same number in the UEFA Europa League. In July 2014, the same refereeing team officiated the FIFA World Cup Final in Brazil.



**Volunteers:** volunteering involves around 34,000 people and is at the heart of the AIA's associative bodies.

### Talent & Mentor

In 2013 and 2014, for the sixth consecutive season, the Talent & Mentor project continued as part of the UEFA Referee Convention. The project runs training with experts from the refereeing technical sector for a group of trainers who are in turn assigned particularly promising referees. The 2014 group was made up of **108 Talents, 28 Mentors** and one **Project Manager**.

Beginning in 2013, the AIA extended the project into Futsal, officially naming 20

mentors (one for each regional/provincial committee) and 50 talents.

### Social activities

Every year the **210 sections** throughout the country organise and promote initiatives to raise awareness on important social issues with the aim of raising funds to support non-profit organisations.

### Social activities with the support of referees in league matches

## 2013

- > ActionAid
- > AIRC (Italian Association for Research into Cancer)
- > ALT (Association for the Fight against Thrombosis and Cardiovascular Diseases)
- > AVIS (Association of Italian Blood Donors)
- > Emergency
- > Telethon
- > Special Olympics
- > UNICEF

## 2014

- > Comunità San Patrignano
- > AIRC (A Goal for Research)
- > Amyotrophic Lateral Sclerosis National Day
- > Medici Senza Frontiere (Millions of Steps)
- > ADMO (Hey you! Have you got bone marrow?)
- > ActionAid (Operation Hunger)
- > Telethon
- > AIL (Italian Association Against Leukaemia, Lymphoma and Myeloma)
- > Special Olympics (European Football Week)

## Youth and School Sector

The Youth and School Sector (SGS) is the body with which FIGC promotes, regulates and organises the sport for young footballers aged between 5 and 16, focusing on **technical, educational** and **social aspects**.

The Youth and School Sector regulates youth football and is in charge of promoting football in schools. The Youth and School Sector promotes efforts to spread the educational value of playing sport, defines the relationship with the relevant school, spreads information about hygiene, medicine and psychopedagogy to clubs, coaches and educators, and sets rules, criteria and parameters in recruitment and training, as well as providing sporting, moral and social protection for young footballers. The sector also directly organises the Allievi and Giovanissimi Nazionali championships (which include the Under 16 and Under 14 teams from professional clubs), while the same leagues for amateur clubs and clubs that only operate in the Youth and School Sector are organised at local level by Regional Committees and Provincial and District Delegations of the National Amateur Football League (LND).

# 3,225

Youth Sector clubs

# 46,306

affiliated teams

# 666,506

total registered SGS players

per age group

# 824,238

the overall number of registered players in youth football\*

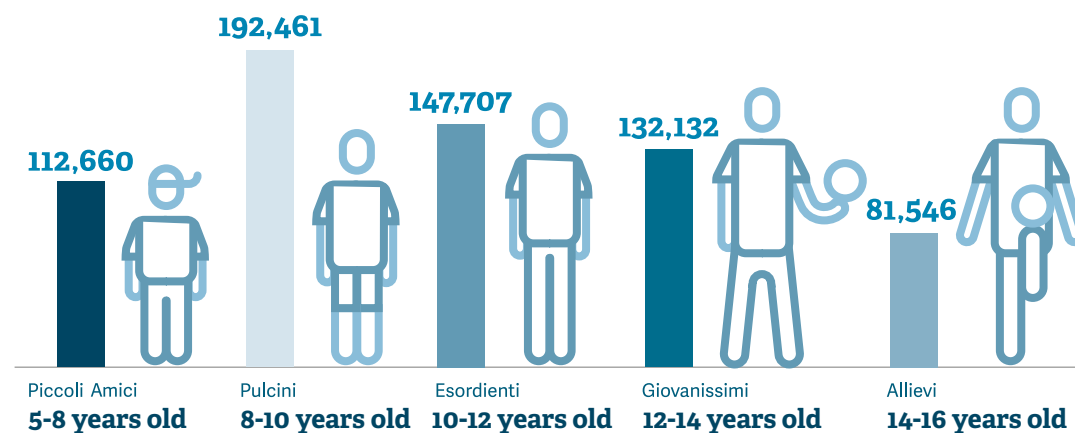
**19.7%** nearly 20% of Italian children aged between 5 and 16 are registered with FIGC

That number increases to **24.9%** in the 11-12 age group

# 31,149

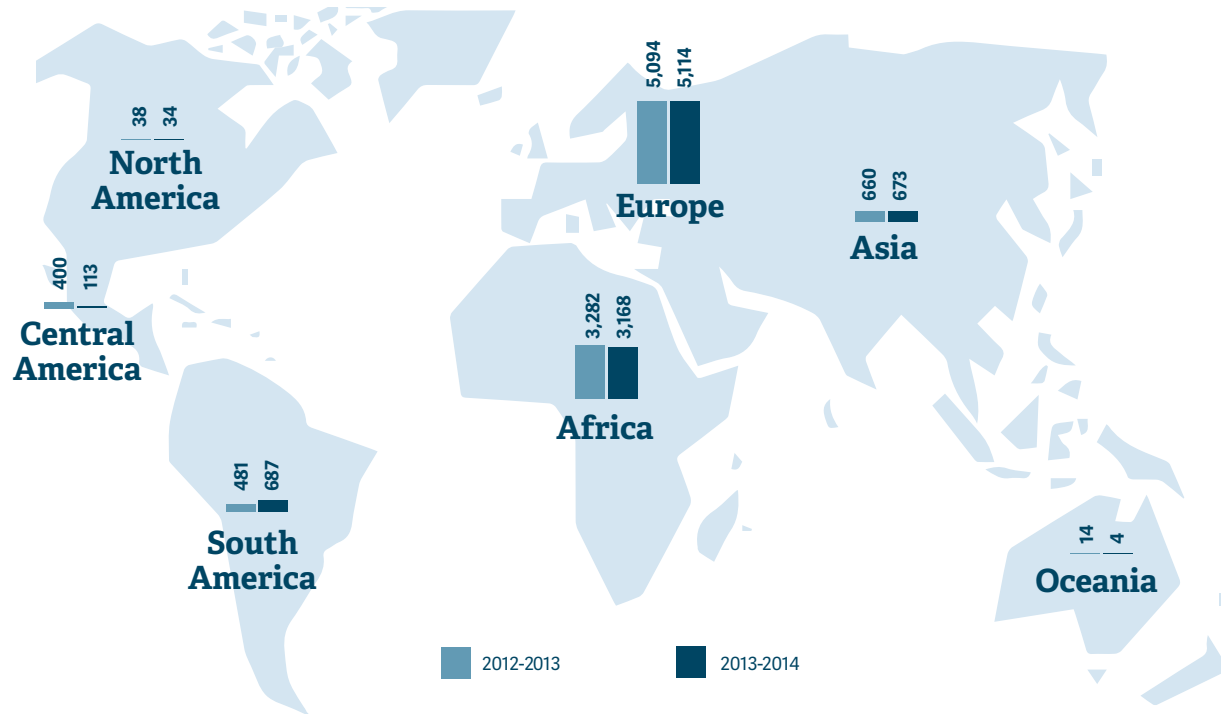
the number of SGS five-a-side registered players, 31% of whom are aged between 5 and 10

### Statistics from the 2013-14 season



\* This figure includes SGS registered players (from the Piccoli Amici category to the Allievi), the Juniores, Berretti and Primavera categories and players registered as "young amateurs" and "young professionals".

## Foreign minors registered for the first time: continent of origin



# 9,793

foreign minors registered for the first time coming from 113 different countries

### First registration of foreign minors

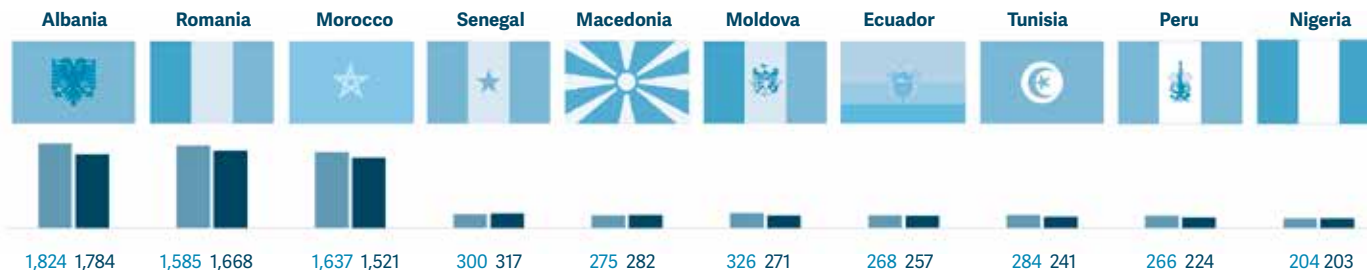
52% of footballers come from **Europe** and 32% from **Africa**. The three countries with the most representatives are **Albania (1,784)**, **Romania (1,668)** and **Morocco (1,521)**

# 37,750

the total number of foreign players registered

for the Youth and School Sector in the 2013-14 season (+4.6% on the annual average over the last five years)

## Foreign minors registered for the first time: top ten countries of origin



**Integration and social inclusion** of Italian football in the whole country system

## Training and information projects

2013 and 2014

**142** CONI-FIGC courses  
for football school educators

without FIGC qualifications

**209** information courses

for grassroots football centres

**48** courses for executives

**115** courses for refereeing executives

**278** refresher courses for coaches

**248** meetings with psychologists  
(aimed mainly at adults)

**174** BLS-D (Basic Life Support - Defibrillation)  
courses, on first aid and the use of a semi-automatic defibrillator

**968** informative meetings  
for coaches, management, parents and young players



## Clubs and football schools

**9,726**

clubs participating in official youth  
sector activities



**6,841**

play in grassroots categories  
(5-12 years)

Different **types** based on the entry  
requirements:

- **qualified football schools**
- **football schools**
- **grassroots football centres**

2012-2013 season

**226** Prima Categoria clubs  
recognised as qualified football  
schools

**11** obtained the recognition for having  
developed a project with disabled children  
and **14** for having developed a social  
project in the local area.

2013-2014 season

**251** clubs recognised as  
qualified football schools

**16** obtained this recognition for having  
developed a project with disabled children  
and **22** for having developed a social  
project in the local area.

### Rules for the organisation of meet-ups and for trials of young players

- selection assigned to a qualified coach who is registered with the relevant club
- number of meet-ups organised with other clubs outside the region they belong to limited to one per province for professional clubs and four in total for non-professional clubs
- a doctor and ambulance on site
- involvement of children aged under 12 is forbidden

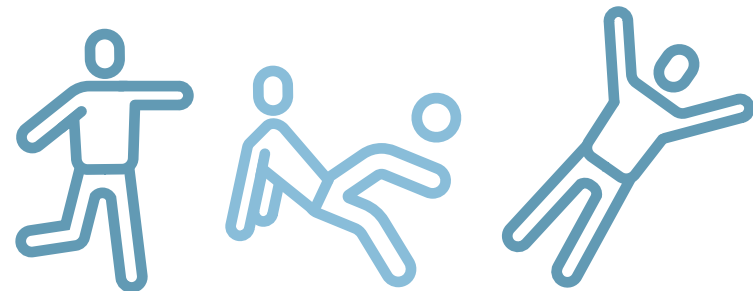
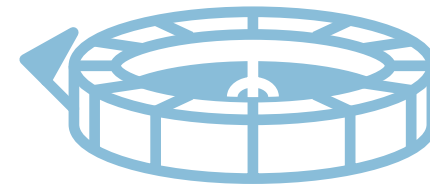
In 2012, the Youth and School Sector introduced new regulations with which clubs must comply. These were extended in 2014 and include for example the required presence of an expert in human relationships to assess how well young players aged between 10 and 12 or youngsters aged between 12 and 16 coming from another region settle at their clubs.

### Grassroots Festival

The most important national event is the Grassroots Festival, which is held every year in June at the FIGC Technical Centre in Coverciano. The 2013 edition focused on **Diversity**, while 2014 was on **Fair Play**, in line with UEFA's Respect campaign. Just like every year, around 1,000 children took part before a crowd of around 1,500 people, representing the football schools and clubs most deserving of a place from all across Italy.

### Protection of the registration process

FIGC regulations contains several strict regulations on the protection of young people, and stipulates that youngsters up to the age of 16 can only be registered in the region they live in, or from a neighbouring province if in another region, except in the case of derogations for youngsters aged between 14 and 16 by the FIGC President, after proper assessment by the President of the Youth and School Sector.





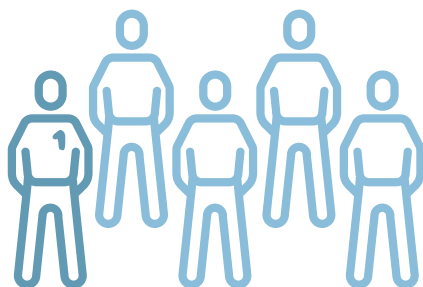
## Projects in schools

### SuperClasse Cup

Dedicated to secondary schools to develop interdisciplinary educational work in class and organise a 5-a-side school football tournament. In the **2012-2013** season, the project involved **570 classes** and **188 schools**, with a total of **11,400 participants**. In the 2013-2014 season, the project involved **1,129 classes** and **320 schools**, with a total of **22,580 participants**.

### Io Calcio a 5

Dedicated to middle schools via a training course for teachers and the support of the Youth and School Sector during the classes' sporting activity to facilitate the creation of school sports centres taking part in official FIGC activities. The launch phase in **2012** involved **25 schools** from all across Italy. **200 schools** were involved in the two-year period **2013-2014** (100 schools for each edition).



### I Valori Scendono in Campo

Dedicated to primary schools, this is a training project that takes the legends, laws and values of football into an educational context. The main aim is to promote the Italian cultural and sporting identity against all forms of violence by rediscovering a passion for sport. In **2012-2013** the project involved **3,678 classes** and **613 schools**, with a total of **73,560 participants**. In **2013-2014** the project involved **5,424 classes** and **678 schools**, with a total of **108,480 participants**.



### Girls football

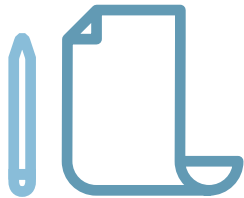
In 2013, **26 centres** were opened for the development of women's football. Thanks to the collaboration with the National Teams, via the Under 15s women's regional tournament, every year the best 36 female players are selected to take part in the summer "Calcio+" training camp. Almost 80% of the Under 17 National Team, which finished third at the 2014 European Championships and 2014 World Cup, was made up of Calcio+ ex-alumni.

### Women's Football Day

Launched in 2012, the National Women's Football Day was promoted further in 2013 and 2014 and extended to last a whole seven days, thus becoming "**Women's Football Week**".

## Technical Sector

The FIGC Technical Sector carries out study and training activities aimed at improving the technical standard of football. It has competence over the definition of the rules of play and the training techniques used for athletes and coaches, and also monitors all social, cultural, scientific and economic developments linked to the game of football. The Coverciano Federal Technical Centre, located in the Florence area, is equipped with extensive facilities for sporting activity, education and training and medical practice.



### Training activities

**272** courses organised in 2013 and 2014 (144 in 2013 and 128 in 2014) for coaches, sporting directors and other figures in the sport.

#### 2013 and 2014

**207 courses for football coaches**

**1 course for fitness coaches**

**18 courses for 5-a-side football**

**25 comprehensive refresher and specialisation courses**

**6 international courses**

**1 course for team managers**

**1 refresher seminar for sports journalists**

**1 Ancora in Carriera (AIC) course**

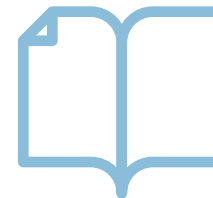
**12 courses for sporting directors**

Website data	2013	2014
Daily visits	2,045	2,290
Monthly visits	61,350	68,600
Pages viewed per month	253,372	261,075
Contact made without use of search engines	41.46%	46.66%

### Live teaching

**Online classes with instructors from Coaches School and experts**

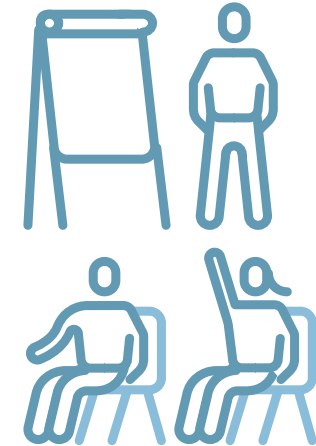
**12 editions of the Technical Sector Newsletter published over 2013 and 2014**



2013 → 2014

**Daily visits**  
**+ 11.98%**

**Monthly visits**  
**+ 11.81%**



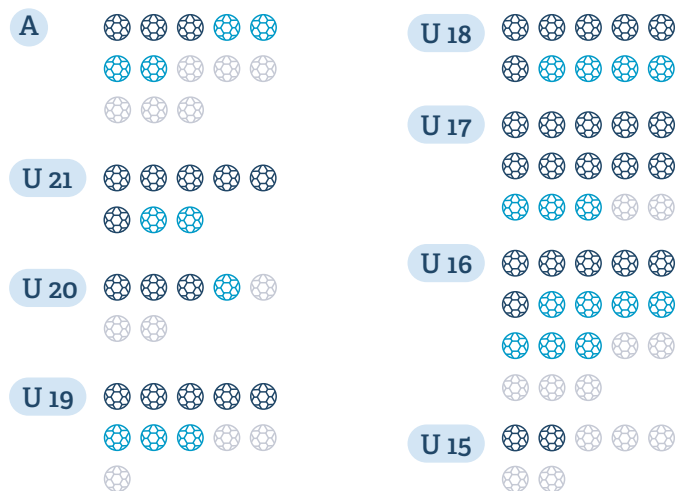
### Methodology and football biomechanics laboratory

Undertakes research aimed at building a greater understanding of football at various levels of the game. In 2013 and 2014 the findings of 6 research projects were published in international scientific publications.

# National Teams

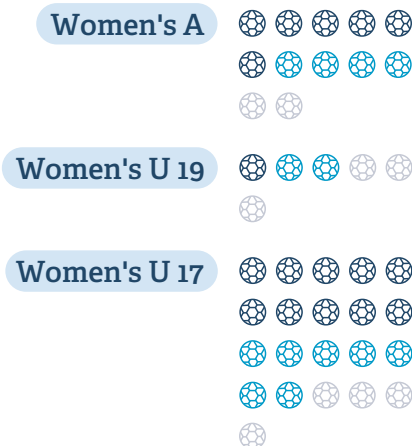
## National Teams in the 2013-2014 season

Total matches played: 171



## Trophies won by Italian National Teams

<b>A National Team</b>	4 World Cups, 1 European Championship, 1 Olympic Gold Medal
<b>Under 21</b>	5 European Championships, 4 Mediterranean Games
<b>Under 19</b>	1 European Championship
<b>Under 18</b>	2 UEFA Junior Tournament
<b>Under 16</b>	1 European Championship
<b>Futsal</b>	2 European Championships
<b>Beach Soccer</b>	1 Euro Beach Soccer League
<b>Women's Under 19</b>	1 European Championship

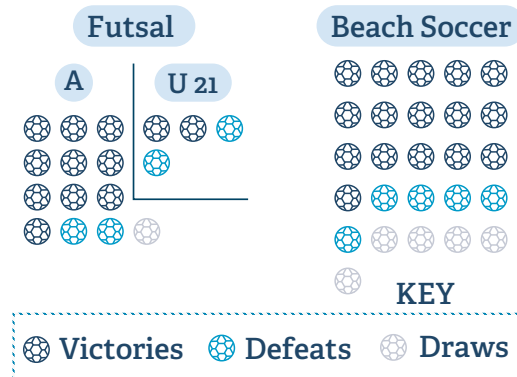


**23** Trophies won by Italian National Teams in all categories

**4** World Cups won by the A National Team

**14** European titles won by the A, youth and Women's National Teams

**1** Gold medal won by the Azzurri at the Berlin Olympics in 1936



## Study support

Launched in March 2015 in collaboration with Foro Italico University of Rome, this initiative will ensure that, for sporting gatherings and events involving the Men's Under 19, Under 17 and Under 16 and Women's Under 19 and Under 17 National Teams lasting longer than one week, tutors will be provided to run two courses – one on the arts and one on science – for two hours every day.

The medical staff of the National Teams provide information on:  
**Ethics and Fair Play**  
**Proper use of medicine**  
**Doping in sport**  
**Correct diet and nutrition**

## Season highlights 2012-2013



The A National Team played **17 matches** (7 wins, 7 draws and 3 defeats) and finished third in the Confederations Cup



The Italian National Youth Teams played **95 matches** (50 wins, 19 draws and 26 defeats). The Under 21 and Under 17 National Teams both finished as runners-up in their respective European Championships



The Women's National Teams played **30 matches** (12 wins, 6 draws and 12 defeats)



The Futsal National Teams played **27 matches** (19 wins, 2 draws and 6 defeats)



The Beach Soccer National Team played **16 matches** (8 wins and 8 defeats)

## Season highlights 2013-2014



The A National Team played **13 matches** (3 wins, 6 draws and 4 defeats)



The Italian National Youth Teams played **76 matches** (38 wins, 18 draws and 20 defeats). The Under 21 National Team qualified for the 2015 European Championship



The Women's National Teams played **39 matches** (17 wins, 9 draws and 13 defeats). The Women's Under 17 National Team finished third in both the European Championship and the World Cup



The Futsal National Teams played **17 matches** (12 wins, 1 draw and 4 defeats). The A Futsal National Team won the European Championship



The Beach Soccer National Team played **26 matches** (16 wins, 5 draws and 5 defeats) and qualified for the 2015 European Games in Baku

## Interest in the National Team: opinion poll

Regardless of whether you're interested in football, do you support the Italian National Team? If yes, how strongly?

### Sample of general population



••• 74.7% position opinion  
 ▲▲ 25.3% negative opinion

**14.4%**  
 Yes, very strongly indeed

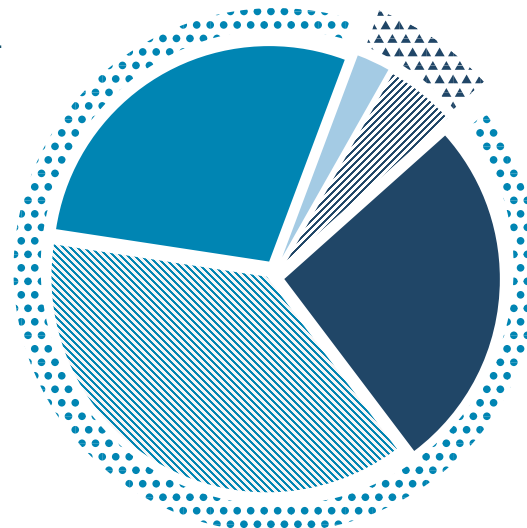
**25.8%**  
 Yes, strongly

**35.2%**  
 Yes, quite strongly

**24.6%**  
 Not very strongly

**12%**  
 No

### Sample of football fans



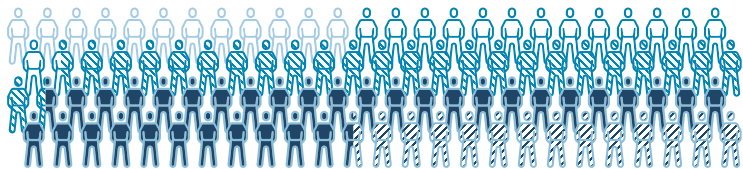
**28.3%**  
 Yes, very strongly indeed

**27.8%**  
 Yes, strongly

**26.3%**  
 Yes, quite strongly

**17.6%**  
 Not very strongly

**2.5%**  
 No



••• 92.4% positive opinion  
 ▲▲ 7.6% negative opinion

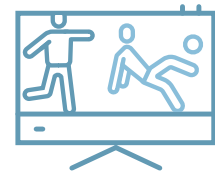
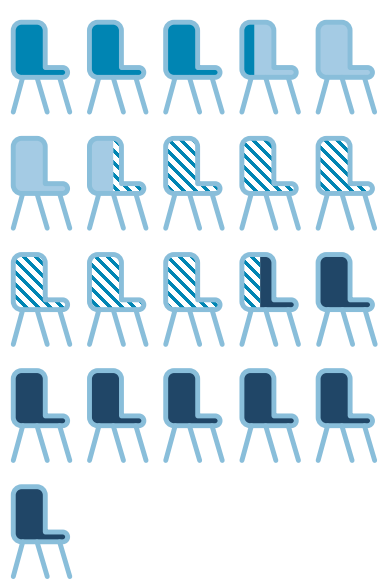


The sample analysed was made up of 1,200 interviewees (between the ages of 18 and 70) across the country. 501 were interested in football

Source: Poll conducted in 2014 by Doxa S.p.a. on behalf of FIGC

## Do you watch the Italian National Team on television? If yes, how often?

### Sample of general population



**33.7%**  
Yes, whenever  
the National  
Team is playing

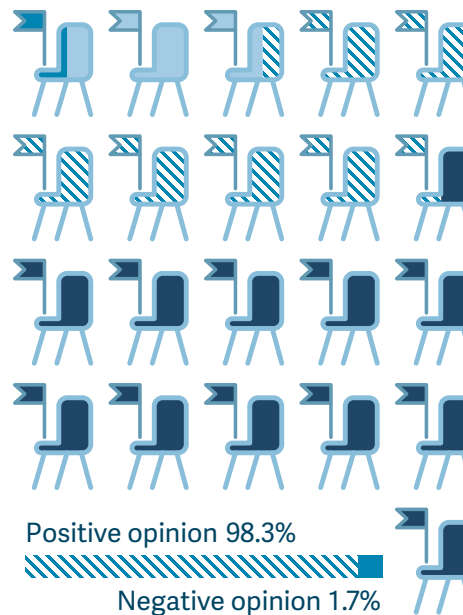
**17.8%**  
Yes, when it's  
a big match

Positive opinion  
84.4%



**15.6%**  
Rarely/Never

### Sample of football fans



Positive opinion 98.3%  
Negative opinion 1.7%

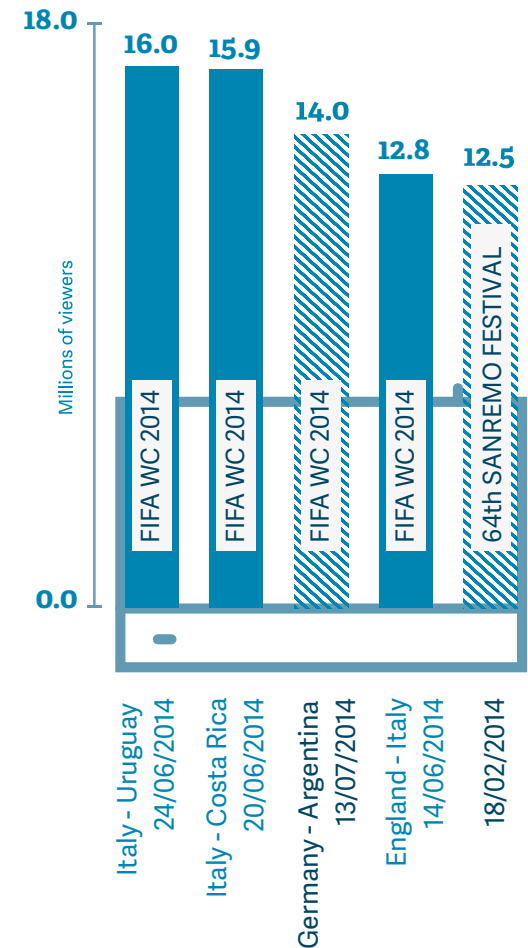
**54.0%**  
Yes, whenever  
the National  
Team is playing

**17.8%**  
Yes, when it's  
a big match

**10.0%**  
Yes, sometimes

**1.7%**  
Rarely/Never

### Most-viewed television programmes in Italy in 2014




Note: viewing figures relate to free-to-watch channels


## UEFA FUTSAL EURO 2014 - Italy European Champion

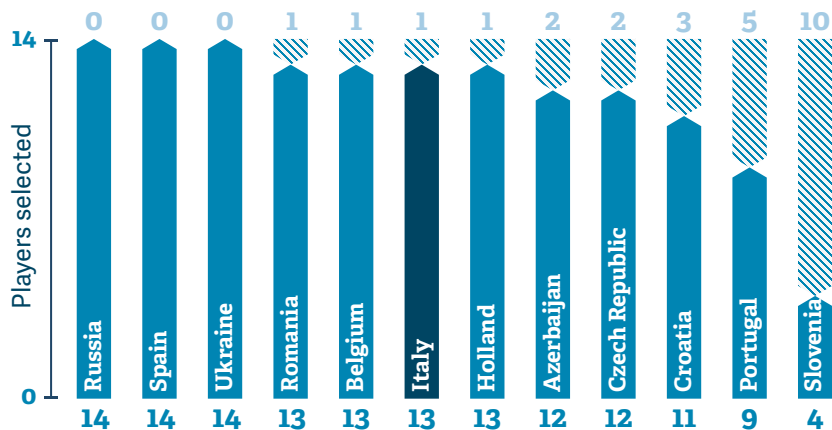
### Italy Futsal National Team's matches at UEFA FUTSAL EURO 2014 in Antwerp

Date	Stage	Match	Result	Stadium	Attendance	% Capacity
29/01/2014	Group stage	Italy - Slovenia	2 - 3	Lotto Arena	3,649	95%
02/02/2014	Group stage	Azerbaijan - Italy	0 - 7	Lotto Arena	3,298	86%
04/02/2014	Quarter-final	Italy - Croatia	2 - 1	Sportpaleis	3,225	26%
06/02/2014	Semi-final	Portugal - Italy	3 - 4	Sportpaleis	6,833	55%
08/02/2014	Final	Italy - Russia	3 - 1	Sportpaleis	11,552	93%

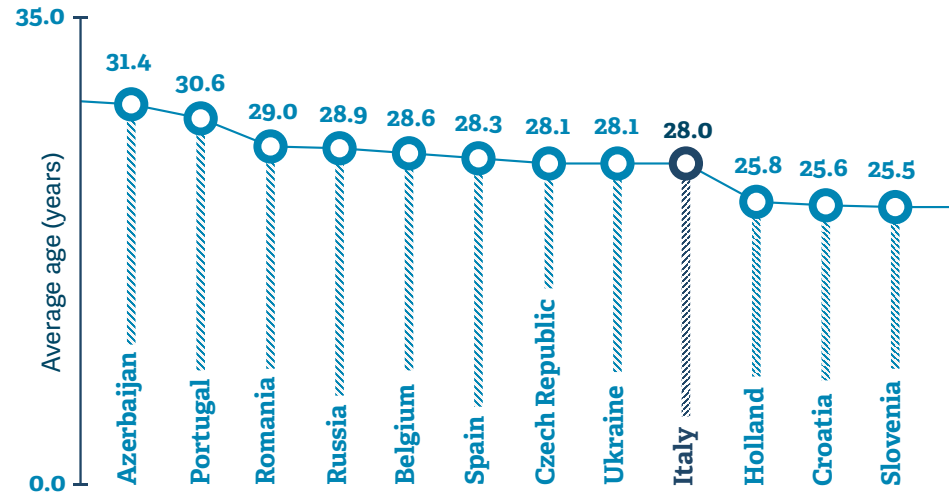
### Make-up of the National Team squads

 Players from foreign leagues

 Players from the domestic league



### Average age of National Teams participating in the competition



**26.44 million**  
total television audience for the event (28% increase on 2012 edition)

**90,751**  
overall spectator attendance at tournament (20 matches)

**28,557**  
overall attendance for Italian National Team matches

**5,000**  
Italians travelled to Antwerp to follow the tournament, 2,000 just for the final

## TV and Media

**5 of the top 10 most-watched televised sporting events** in 2014 were A National Team matches

**2.176 billion**

Worldwide cumulative A National Team viewing figures in 2014, over 419 hours of broadcasting

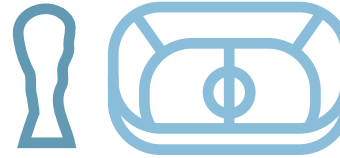
**9.1 million**

Average viewing figures for the A National Team in 2014

**Over 278 hours**

Overall television visibility for FIGC sponsors in 2014

## FIFA World Cup 2014 Italian National Team matches



**97.29 %**

Average stadium-filling capacity

**39,930**

Average spectators per match

**119,791**

Total spectators (3 matches)

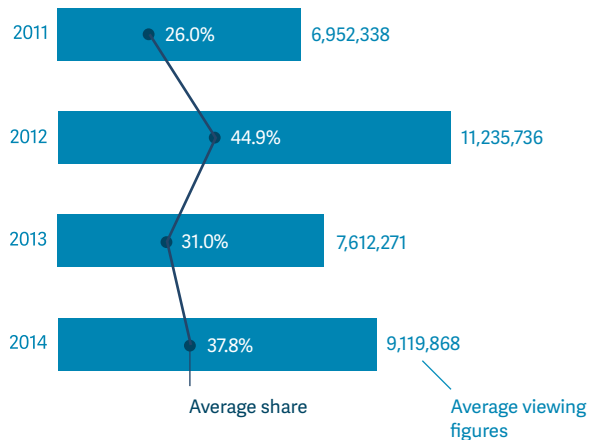
**14.9 million**

Average viewing figures per match

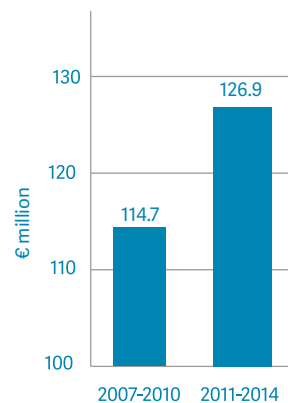
**68.36 %**

Average share

## Viewing figures (in millions) and share A National Team 2011-2014



## Revenue from TV rights Italian National Teams 2007-2010 and 2011-2014



## Major Events Department

The Major Events Department oversees the activities undertaken by the various departments for the major international events hosted by FIGC and the participation of the Italian National Team in the European Championship, World Cup and Confederations Cup. Following the reorganisation carried out in February 2015, this activity is now under the remit of the new Competitions Area.

\*Cumulative audience is the sum of television viewers who watched programmes containing images and content relative to the A National Team.



# Marketing and Commercial

## Overall turnover from National Team sponsorship\*



The Marketing Department is responsible for the enhancement, promotion and protection of the brand and distinctive features of FIGC and National Teams, the development of new commercial opportunities and the analytical processes and decision-making support frameworks, with a particular focus on the economic evaluation of commercial agreements and the monitoring of the competition. The Marketing Department is also responsible

for the following activities: management of the commercial aspects of sporting events involving the A National Team, enhancement and development of licensing, management of relations with various stakeholders (i.e. AIC, AIA, SGS) in regard to topics relevant to the Marketing Department and development of relations with commercial partners via an internal structure that may include the support of an advisor.

### Sponsors 2011-2014

<p><b>Technical Sponsor</b></p>  <p>In collaboration with technical sponsor PUMA, FIGC develops and carries out social projects in Italy and supports the Youth and School Sector through the engagement of local organisations and fans</p>	<p><b>Official Sponsors</b></p>        	<p><b>Official Partners</b></p>       	<p><b>Media Partner</b></p>  <p>tutto il rosa della vita</p> <p><b>Technical Suppliers</b></p>   <p>The Wellness Company™</p> <p><b>Official Coach</b></p> 
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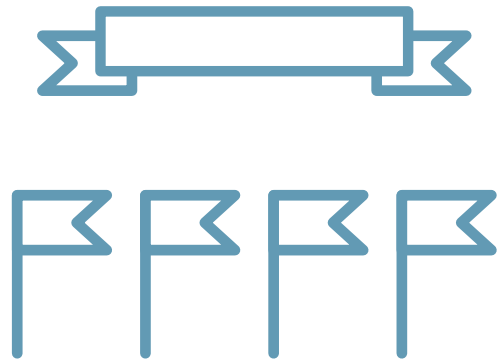
\*This figure includes the technical sponsorship of AIA by Diadora

### Advisor

The advisor supports the FIGC Marketing Department in overseeing its commercial and sponsorship activities, providing assistance and consultancy in locating commercial partners. On 31 December 2014, the eight-year partnership between FIGC and RCS Sport came to an end. After analysing the market, FIGC named the Gruppo Sole 24 Ore and Infront Sports & Media as commercial advisors for the optimisation of sponsorship rights for FIGC National Teams in the four-year period between 2015 and 2018.

### Sponsor Day

Sponsor Day is an annual event that brings together players and partner organisations as well as providing a forum for the establishment of relations between FIGC commercial partners, in order to stimulate the development of B2B activities.



### Casa Azzurri

Casa Azzurri is responsible for all actions pertaining to image, communication, public relations, commercial promotion and trading in favour of Italy, representing the reference point for sponsors and commercial partners during UEFA and FIFA events all over the world. Casa Azzurri represents a source of pride for FIGC, which has developed and overseen a project unique to Europe and the world.



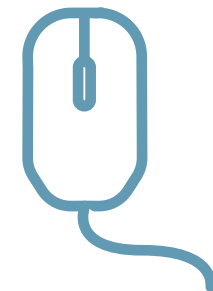
### E-Commerce - FIGC Store

**1.3 million**

**views and 148,000 visits in 2013**

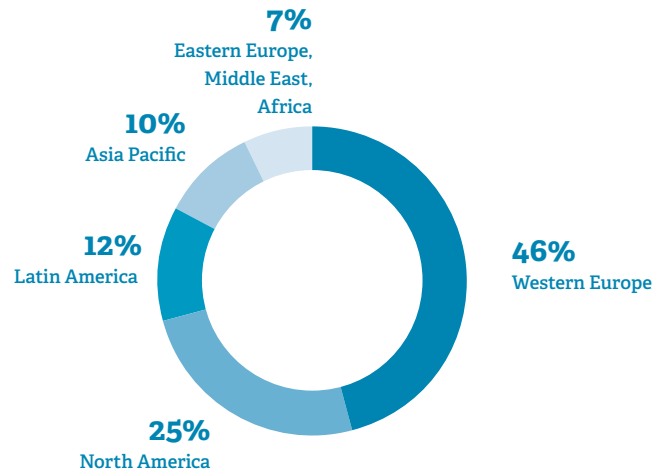
**2.5 million**

**views and 300,000 visits in 2014**

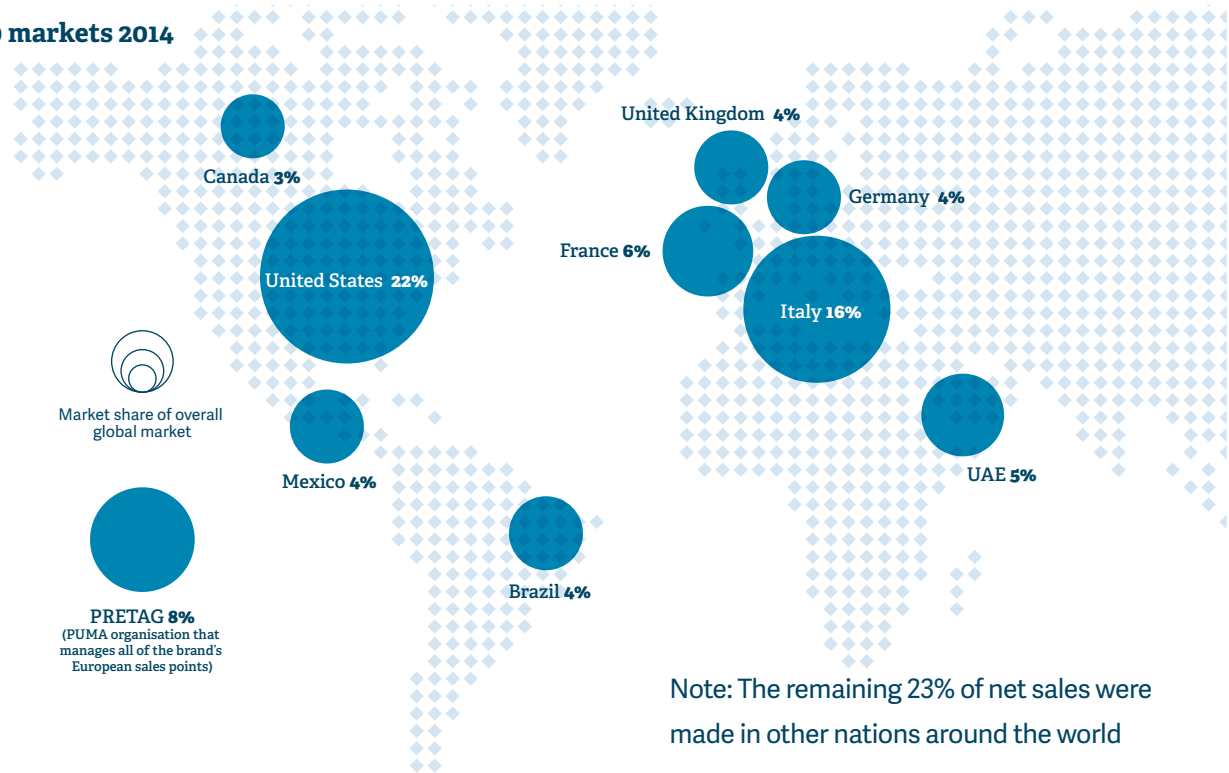


## Commercial profile - Official FIGC-PUMA Merchandise

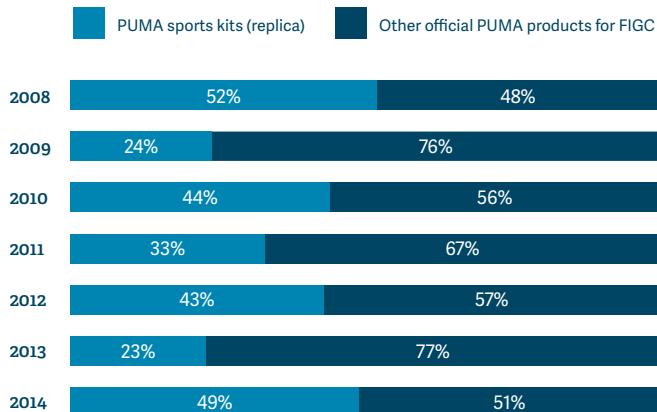
### Net sales by geographic area 2014



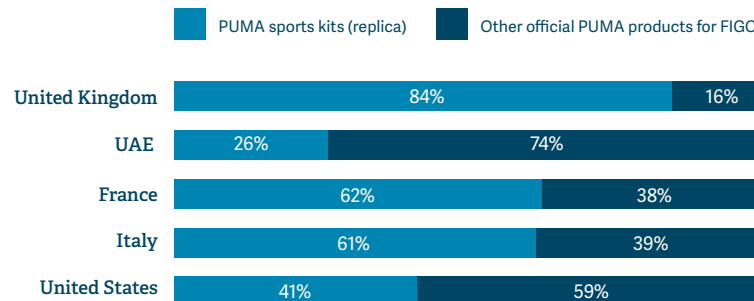
### Top 10 markets 2014



### Typology comparison – net sales

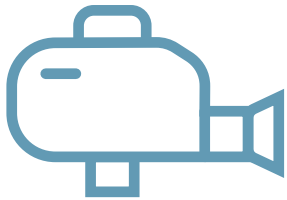


### Net sales by typology in top 5 markets 2014



## Communication

Communication is overseen in line with requirements and strategic objectives designed to promote and enhance the Association's activity, following criteria of prestige, promptness, timeliness and respect towards FIGC stakeholders.



### Tools

Press releases, official statements, website, press conferences, press/TV/radio interviews, publications

### PR activity

Structured to provide the necessary support to the communication flow

### Media operations

During major sporting events for FIFA and UEFA

### Management of Vivo Azzurro digital channels

Official Facebook, Twitter, YouTube, Instagram and Google+ profiles and newsletter

### Media monitoring

Online press review, audio/video/web survey, press agency scrolling, web surfing, social networks, UEFA KISS platform

### Management of the structures and services dedicated to media and communication

Such as the Casa Azzurri Media Center

### Endorsement activity

Social Responsibility campaigns

### Media Activity – National Teams

#### 2013

**378 events**, including National Team Head Coach press conferences and media activities for the FIFA Confederations Cup 2013

#### 2014

**398 events**, including National Team Head Coach press conferences and media activities during the FIFA World Cup 2014



### IMAGO

Platform for the acquisition, cataloguing and online publication of photos belonging to FIGC (project financed within the scope of the UEFA HatTrick programme)

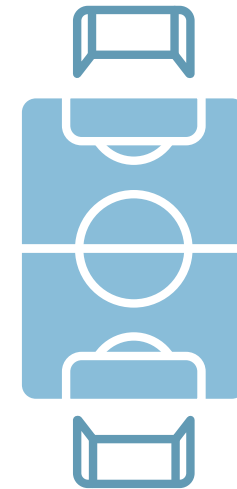
### Media Activity – Other events

#### 2013

**24 institutional events**

#### 2014

**20 institutional events**



### Online accreditations

System developed in 2013. There were around 1,723 users registered by the end of 2014, compared to 1,108 at the end of 2013.

## Websites and social media

The FIGC website is divided into two macro-areas: one section dedicated to FIGC official communications ([www.figc.it](http://www.figc.it)) and another dedicated to the fan community ([www.vivoazzurro.it](http://www.vivoazzurro.it)).

During the **FIFA World Cup 2014**, the FIGC website registered daily peaks of 60,921 views and 18,479 unique visitors. The Vivo Azzurro website registered peaks of 157,000 daily views and 103,000 unique visitors (period 25 May – 28 June).

## Vivo Azzurro App

Mobile application for smartphones and tablets. In 2014, 884 news stories, 1,330 images and 63 videos were published on the app, which was downloaded 19,951 times.

In 2013, the official **FIGC Vivo Azzurro YouTube channel** was launched (42,000 subscribers in 2014 with 11.7 million views and over 28.5 million minutes watched). Google+ and Instagram profiles were also introduced, supplementing the **Facebook** profile launched in 2012.

\* The drop in Video/Photogalleries is the result of the decision made to strengthen the Association's interaction with the community via social media (Facebook, Twitter, Google+, FIGC Vivo Azzurro Channel on YouTube, Instagram)



	2013	2014
Unique visitors	1,161,059	1,422,068
Pages viewed	6,097,530	6,948,591
Average stay	2'17"	2'20"
Articles published	1,701	1,557
Press releases	636	642
Video/Photogallery	52	49



**3.5 million** Facebook likes at the end of 2014 (there were less than one million at the start of the year)



Official Twitter profile  
**@FigcMedia**

National Team Twitter @Vivo\_Azzurro:  
**311,000 followers** at the end of 2014  
English-language Twitter @Azzurri:  
**240,000 followers** at the end of 2014  
**Total followers in 2014: 551,000**  
**+ 150 million** views overall



	2013	2014
Unique visitors	568,545	1,621,654
Pages viewed	1,867,863	5,232,567
Average stay	1'50"	1'16"

## 5.2 million page views

in 2014 (**+174.16%** compared to 2013),  
**1,621,654** unique visitors and **100,000** registered users



## Promotion and CRM

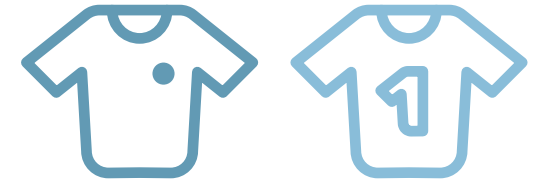
Vivo Azzurro is the informal yet authoritative medium via which the Association communicates with the wider audience of Italian football fans.



### Vivo Azzurro events and other initiatives

**2013** Naples, Palermo, Bologna, Turin, Rome, Milan and Reggio Emilia

**2014** Matera and Rieti



### Celebri-AMO la maglia Vivo Azzurro World Cup 2014

Run in collaboration with PUMA for the World Cup in Brazil, the initiative engaged fans with the aim of channelling passion for the Azzurri shirt and the National Team.

**Events tour** (3 big events in Naples, Milan and Rome with a branded truck and 6 small events at Football Schools and universities)

**Online platform** to promote interaction during events

**Competition** allowing winners to meet National Team players

**Charity project** organising auctions for National Team jerseys signed by celebrities, proceeds from which were donated to WWF projects in favour of the Amazon rainforest.

# Development Department

The Development Department promotes projects and initiatives aimed at enhancing the cultural patrimony of Italian football via socio-cultural events, higher education training courses and specific development

programmes. Since the reorganisation that took place in February 2015, the Development Department has been incorporated in the Development Area which also oversees women's football.

## Activities in 2013 and 2014

### Development



#### Social responsibility

- Drafting of Sustainability Report
- Social responsibility initiatives
- Awareness campaigns
- Partnerships with non-profit organisations
- Donations



#### Cultural projects and special initiatives

- Hall of Fame of Italian Football (III and IV editions)
- Antonio Ghirelli National Football Literature Award
- 'La Nazionale tra emozioni e storia. Un secolo di calcio azzurro' exhibition
- Calcio e-library
- Football Museum Foundation activity
- Football Museums Federation



#### International cooperation

- Cooperation Agreement with the Romanian Association (FRF)
- Cooperation Agreement with the Omani Association (OFA)
- Cooperation Agreement with the South Korean Association (KFA)
- Cooperation Agreement with the Armenian Association (FFA)



#### Stadia

- Stadia Germany Stadia Tour
- Spain Stadia Tour
- Stadia Management (VII, VII, IX, X sessions)
- Stadia database



#### Study, Research and Education

- Publication of ReportCalcio in 2013 and 2014
- Production of specialised studies and reports
- Presentations and introductory reports
- Observatories and round tables
- Management of the FIGC/CNR patent portfolio
- Monitoring of legislation
- Leadership & Performance Training course in collaboration with Challenge Network (II and III editions)
- Relations with universities and Master's programmes

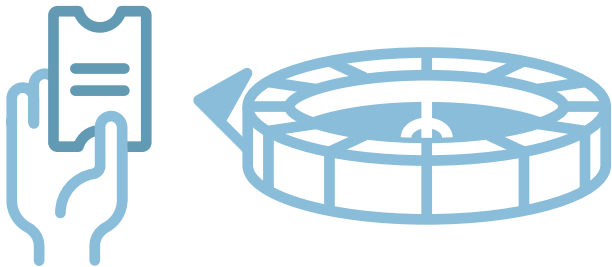


#### Financial programmes

- UEFA: HatTrick Programme
- FIFA: GOAL, FAP, Performance Programmes

## International Relations

Through its representatives, FIGC organised and took part in a number of UEFA- and FIFA-run conferences and events in 2013 and 2014, alongside various other national Football Associations.



### International events hosted in Italy: 2013

- > UEFA Advanced Course for Top Referees, men and women (Rome)
- > UEFA Introductory Course for International Referees, men and women (Rome)
- > UEFA Regions' Cup (Padua)
- > Lega Calcio Serie B - 2nd EPFL Associate Member Leagues Summit (Venice)

### International events hosted in Italy: 2014

- > UEFA Disciplinary Workshop (Rome)
- > UEFA Respect Diversity Conference (Rome)
- > UEFA Europa League Final (Turin)
- > FIFA Integrity and Compliance Dept Meeting (Rome)
- > Drexel University of Philadelphia visit (Rome)



### Italian involvement at UEFA level

- Executive Committee
- Finance Committee
- Development and Technical Assistant Committee
- National Team Competitions Committee
- UEFA Events Board
- Club Competitions Committee
- Professional Football Strategy Council
- Football Committee
- Club Licensing Committee
- Referees Committee
- National Associations Committee
- Medical Committee
- Appeals Body
- Club Financial Control Panel
- Futsal and Beach Soccer Committee
- Media Committee
- Anti-doping Panel
- Jira Panel
- Grassroots Football Panel
- Stadium Construction and Management Panel

## FIFA®

*For the Game. For the World.*

### Italian involvement at FIFA level

- Organising Committee for the FIFA World Cup
- Independent Governance Committee
- Audit and Compliance Committee
- Football Committee
- Dispute Resolution Chamber
- Appeal Committee
- Committee for Club Football
- Media Committee
- Organising Committee for the FIFA U-20 Women's World Cup
- Referees Committee



## Safety and Security

The regulations on **stadium safety and security** refer to Italian and international law. In 2014, with the help of the National Observatory on Sporting Events, the Task Force guidelines were published on the **participation of supporters and stewarding** at sporting events.

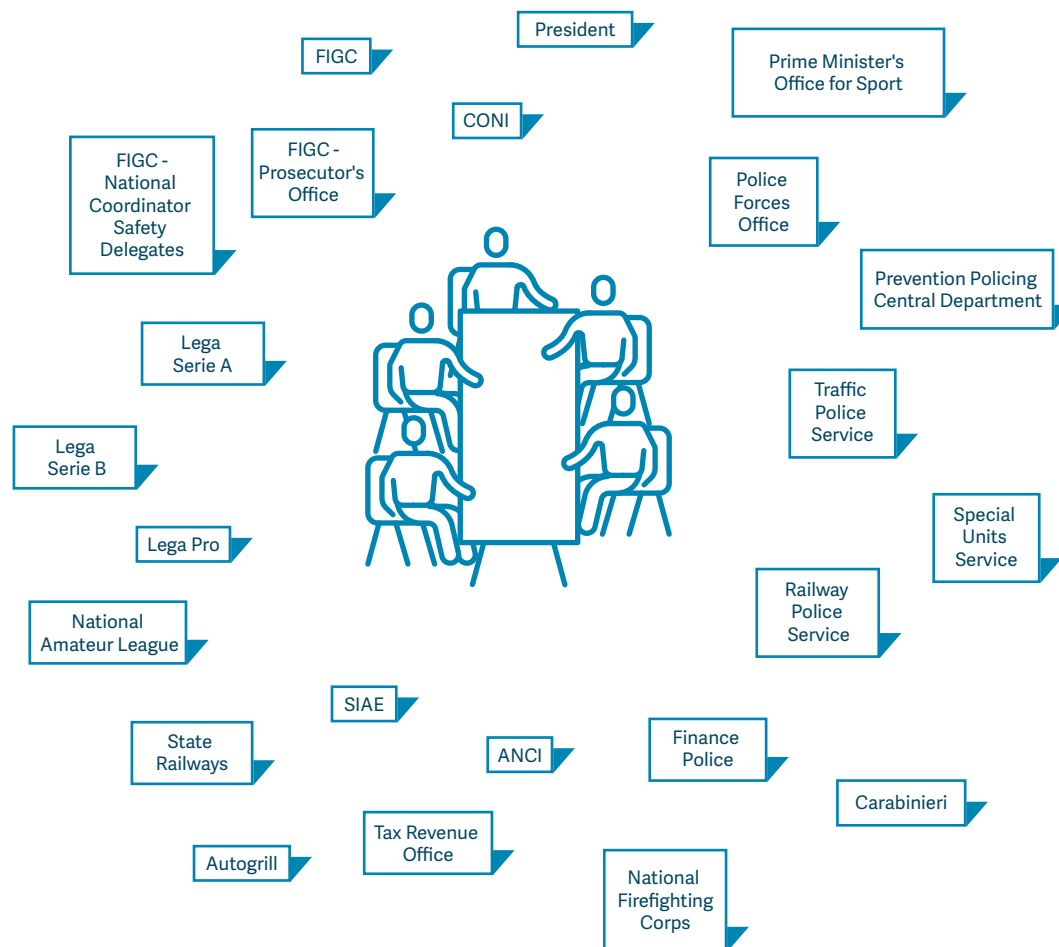
### National Observatory on Sporting Events

An institution under the auspices of the Interior Ministry, its role is to enact provisions and organisational measures under the law to prevent and combat instances of violence at sporting events. It is a forum for participatory safety, made up of representatives from government institutions, safety bodies and the world of sport.

### Key themes of the Task Force for safety and security at sporting events

1. Simplify ticket sales
2. Review fidelity scheme
3. Optimise stewarding
4. Divide up sections - check stadiums
5. Develop structured relationships with spectators
6. New initiatives to combat racism
7. Initiatives to combat ambush marketing
8. Educational initiatives
9. New measures on professional ethics

### Composition of the Observatory



## Monitoring safety at sporting events

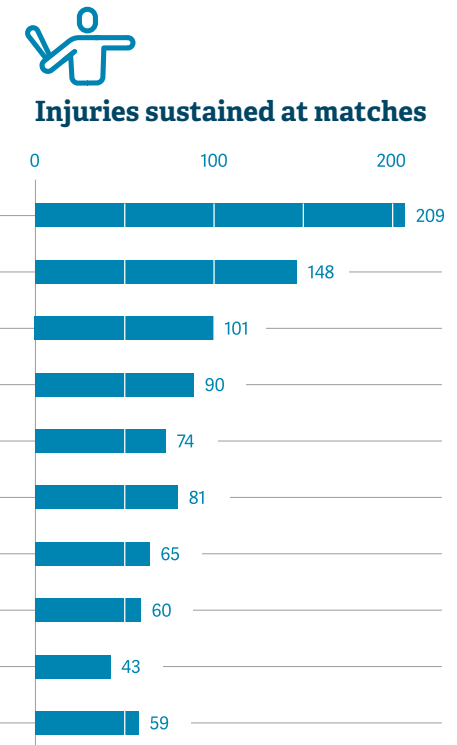
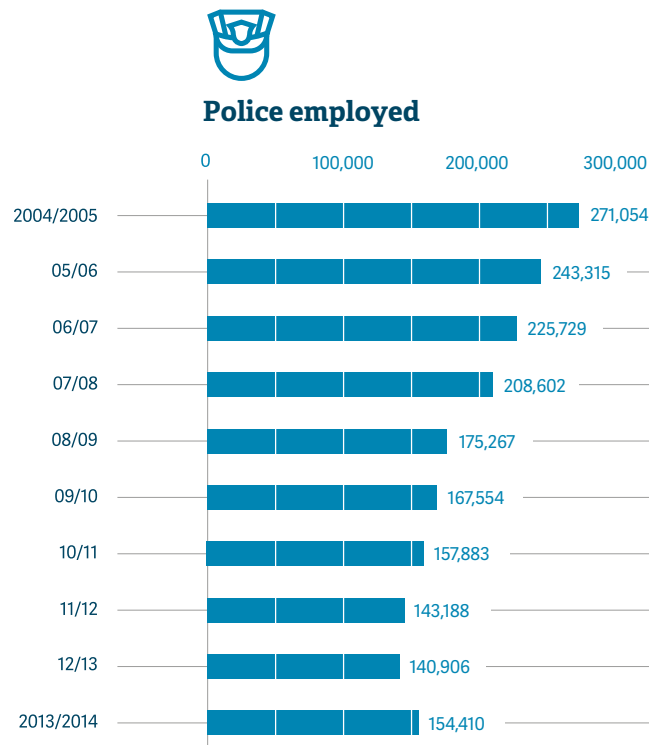
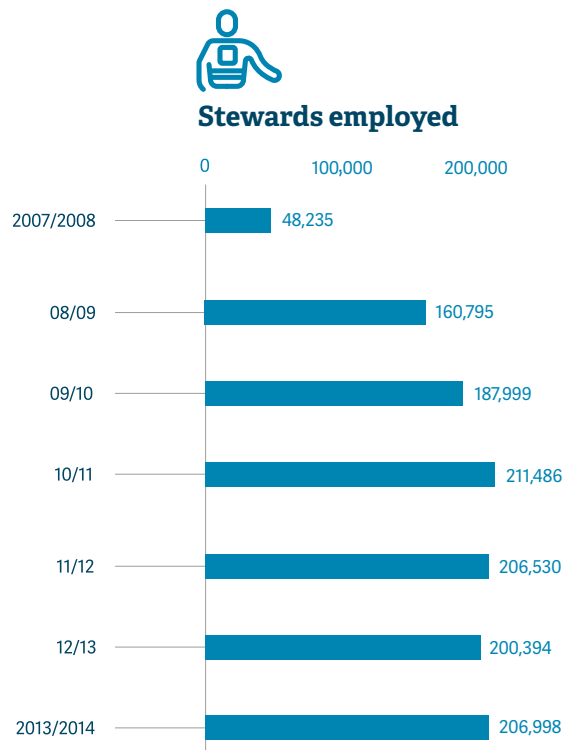
### Observatory statistics from the 2013-2014 season

Every year, the Observatory monitors more than 2,000 matches, focusing its analysis on all of the professional leagues and the main amateur competitions. In the 2013-2014 season, 2,689 matches were monitored, 382 of which were in Serie A, 473 in Serie B, 1,143 in Lega Pro, 464 in amateur competitions, 37 international matches and 181 in the TIM Cup and Coppa Italia Lega Pro, as well as 9 friendlies.

### Supporter relations management

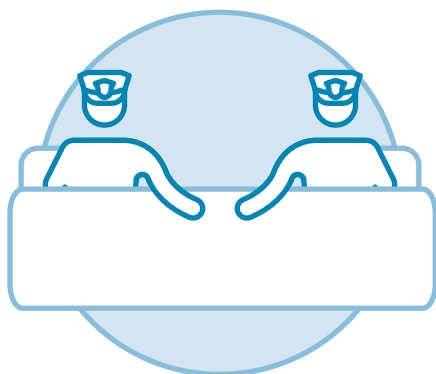
In 2014, a round table was set up with representatives from internationally recognised supporter associations (Football Supporters Europe and Supporters Direct) to identify the work needed in the area of managing supporter relations. In January 2015, FIGC

began monitoring the work of Supporter Liaison Officers (officials working with fan groups, hereafter SLOs) with clubs' SLOs sending a report for every match, home and away, a register of the work done with supporters and a summary of completed or ongoing projects involving the SLO.



# Integrity

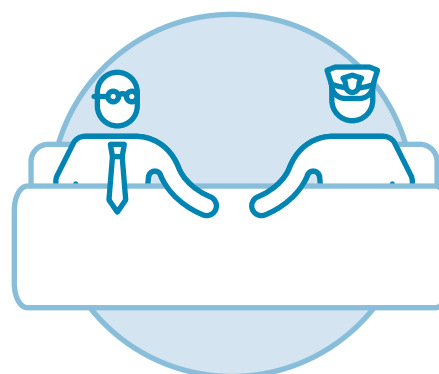
## Main events and initiatives in 2013 and 2014



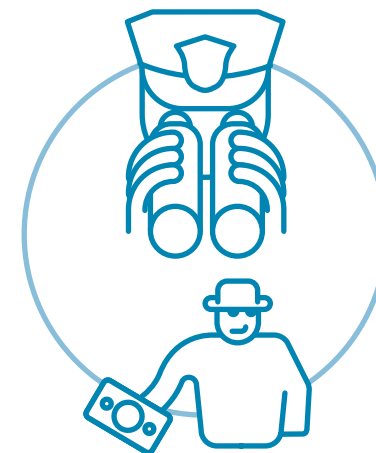
**UISS (Sports Betting Information Unit) meetings**



**Approval of the UEFA Resolution on Integrity in Football at UEFA Congress in Astana**



**Meetings with FIFA and Interpol experts on match-fixing**



**Monitoring systems on anomalous betting activity**

Using the UEFA Betting Fraud Detecting System (BFDS), matches are monitored in Serie A, Serie B, Lega Pro and Coppa Italia, with any anomalous betting activity reported to the relevant authorities.

**12 members sanctioned** for bad language in professional leagues in the 2012-2013 season and 28 in the 2013-2014 season.

**December 2014:** heavier sanctions to prevent violent behaviour towards match officials.

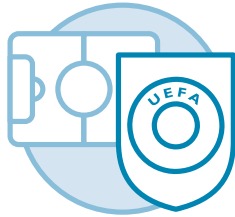


**UEFA Regional Conference for Integrity Officers**



**Training programmes for Integrity Officers**

## UEFA Resolution on Integrity in Football



1

UEFA Statutes provide for the safeguarding of the regularity of sporting competition and the protection of football

2

UEFA's key values underline the central importance of protecting the integrity of the game

3

Match-fixing is the most obvious threat to the integrity of football

4

All UEFA member Associations stand united against match-fixing

5

Member associations will strive to:

- make it a disciplinary offence to influence the outcome of a football match;
- make it a disciplinary offence for officials, referees, players or coaches to bet on matches or competitions in which they are involved;
- provide a secure information-gathering system to allow people to report incidents of match-fixing;
- oblige all those concerned to report illegal activities;
- establish and run education programmes, especially for young players;
- ensure that, in addition to individuals, clubs are also held responsible if involved in match-fixing;
- exclude match-fixing and attempted match-fixing from any kind of statute of limitations.

6

All UEFA member Associations recognise the need to work together with national authorities, including the police and state prosecutors

7

All UEFA member associations emphasise the importance of ensuring that "sporting fraud" be recognised as a specific criminal offence under national law

8

All UEFA member associations will strive to prosecute cases of match-fixing or attempted match-fixing without delay and even before the final outcome of state criminal proceedings may be known

9

UEFA member associations consider that, in cases of match-fixing or attempted match-fixing, it is sufficient that the relevant facts be established to the "comfortable satisfaction" of the sports decision-making body

10

All UEFA member associations reaffirm that match-fixing, attempted match-fixing or other forms of corruption linked to match-fixing must be met with strong and dissuasive sporting sanctions

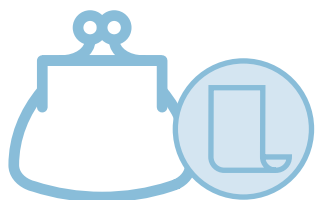
11

Football is about leadership, both on and off the field. European football is united against match-fixing and any other forms of corruption. Let us put a stop to any behaviour that might jeopardise the integrity of football. Now.

## Control Bodies

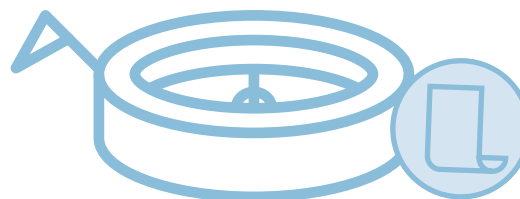
### National Licences

The National Licensing system establishes a series of conditions professional clubs must comply with, within a given deadline, in order to respect the requirements for admittance to the relevant competition.



### Legal and economic criteria

Under the Co.Vi.So.C. (Control Committee on Professional Football Clubs), relating to the submission of documents and complying with the requirements in order to check the economic/financial equilibrium of professional football clubs and their compliance with principles of correct management. Their work in checking and monitoring is done via periodic inspections of club headquarters by around 100 inspectors.



### Infrastructural criteria

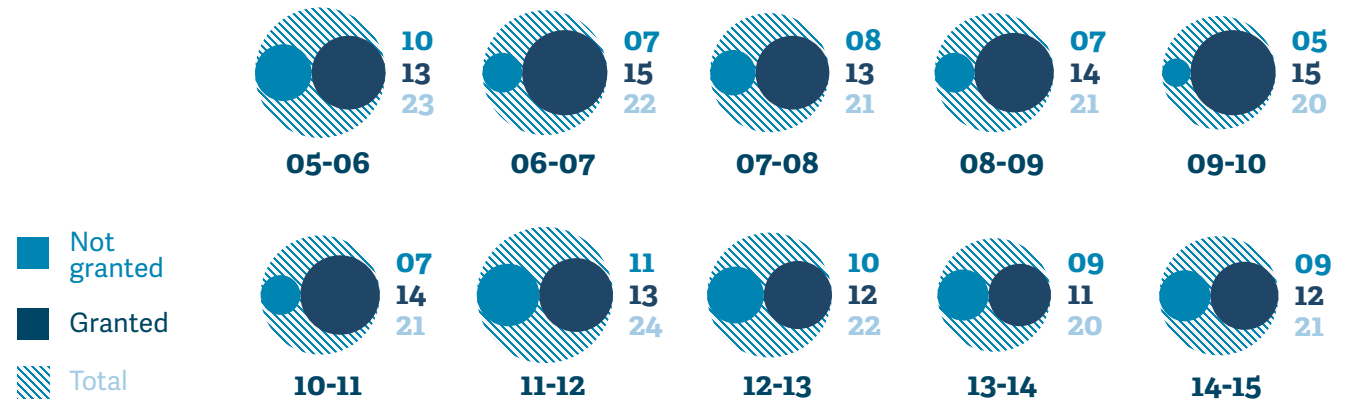
Under the Committee on Criteria for Infrastructure and the Organisation of Sporting Events, relating to the submission of administrative documentation which attests to the availability and use of the facility, as well as the obtaining of approved certification from the relevant league body with regards to the facility respecting the technical requirements.



### Sporting and organisational criteria

Under the Committee on Criteria for Infrastructure and the Organisation of Sporting Events, relating to the commitment to introduce a series of technical and administrative figures into the club's organisational structure, as well as taking part in youth championships and different meetings on specific topics.

## UEFA licence comparison



### UEFA Licences

The UEFA Licence is a certificate issued by FIGC which constitutes, along with the sporting title, the minimum requirement to take part in international club competitions organised by UEFA. Some of the aims of the UEFA Licensing system include the desire to increase the quality of European football, promote development and education of young players, guarantee an adequate level of managerial ability, improve sports facilities, improve the financial management of football clubs, guarantee integrity and the regular running of sports competitions and develop a system of benchmarking on the criteria listed in the UEFA Licensing manual.

The UEFA Licence is issued by FIGC based on the regulations dictated by UEFA and is **valid for a single season**. All of the **clubs registered in Serie A are obliged** to apply for a Licence,

while those registered in Serie B can do so as a qualified choice for their stakeholders. There is an appeal process should clubs be denied a Licence.

### Important criteria to obtain a Licence in the UEFA Licensing system

- **Education of young players**, meeting the obligation that clubs have to guarantee their young players complete their compulsory schooling

- **Medical and sporting protection**, requiring the relevant club to ensure that players undergo medical check-ups and tests as per the laws in force and the sporting regulations
- **Anti-racism policy**, requiring clubs to implement a specific plan to combat racism

The granting of a UEFA Licence is subject to quality certification from an independent company (Société Générale de Surveillance), appointed by UEFA.

## Comparison of UEFA and FIGC requirements for a UEFA Licence

Compared to those requested by UEFA, FIGC requires additional and more restrictive requirements:

		FIGC requirements	UEFA requirements
<b>Sporting criteria</b> 	<b>Youth teams</b>	Two teams (one in the Giovanissimi age group and one in the Esordienti category)	A team with players aged between 10 and 14
	<b>Medical and sporting protection</b>	All of the club's players (including those in the academy) must undergo annual medicals	All first team players must undergo annual medicals
<b>Organisational criteria</b> 	<b>Roles not requested by UEFA but included in the Italian manual</b>	<ul style="list-style-type: none"> <li>- Head of marketing/commercial activities (B)</li> <li>- UEFA Licence Office representative</li> <li>- Deputy Safety Delegate (B)</li> <li>- Sporting director</li> <li>- Team manager (B)</li> <li>- First team fitness coach (A)</li> <li>- Youth academy masseurs/physiotherapists (B)</li> <li>- Fitness/motor skills academy coaches</li> </ul>	
	<b>Youth team coaches</b>	For the Primavera, Allievi and Giovanissimi age groups, the ratio between qualified coaches and the number of registered players must be at least 1:25. For the Esordienti category this must be at least 1:20. For the Pulcini category it must be at least 1:15	For every respective team, the club must assign at least one qualified coach
<b>Infrastructural criteria</b> 		In order to be granted a UEFA Licence, Italian clubs must show that their stadiums respect category 3/4 requirements	UEFA requires that stadiums respect at least category 2 requirements

UEFA and FIGC are in complete uniformity with regards to legal and economic criteria

## Anti-doping

### Anti-doping Committee

Internal and external representative to manage positive tests. Between 2013 and 2014, the Committee met 14 times to establish their work in the area.

### Doping tests (TDP)

The annual programme of doping tests is run via the TDP (Testing Doping Program/Planning), a WADA (World Anti-Doping Agency) requirement in every country at NADO (National Anti-Doping Organisations), which in Italy is affiliated with CONI. The TDP is run by CONI-NADO with complete managerial and economic autonomy in out-of-competition testing.

### Additional TDP

Given the FIGC's keen interest in fighting doping, the Association also shares an additional TDP with CONI for in-competition testing, on top of ordinary planned testing. This is entirely funded by FIGC.

### In-competition testing

Serie A, the Italian Super Cup, the Coppa Italia, Serie B, Lega Pro, the Primavera championship, the Women's Serie A, the Futsal Serie A, the final stages of the Primavera championship, the final stages of the Berretti championship and promotion and relegation play-offs in Serie B, Lega Pro and in the Futsal Serie A1.

### Cost of anti-doping for FIGC

In the two-year period between 2013 and 2014, the FIGC spent a total of

**2,804,721** Euros.

### Campioni Senza Trucco

Aimed at training schools in Crema (North), Florence and Pescara (Centre) and Potenza (South) on the subjects of Ethics, the Fight against Doping, Medicalisation and having a Balanced Diet. In 2014, the Committee visited the towns involved in the project and met the students from the schools taking part, sharing pedagogical material and video advertisements created by FIGC featuring the subjects dealt with in the

syllabus. For more details on the project see Chapter 3 (Social Responsibility).

**582** CONI-NADO-run tests in 2013

**853** CONI-NADO-run tests in 2014

**3,690** tests run in 2013, approximately 13.6% of which were out of competition exclusively run by CONI-NADO

**3,441** tests run in 2014, approximately 21% of which were out of competition exclusively run by CONI-NADO

**Education and raising awareness about the fight against doping**

**Educational meetings with young people**

**Training in schools**

**Conferences on the fight against doping**



## Other reference offices

### FIGC Registry

At the registry, FIGC works to approve the operations that associated football clubs enact - in accordance with the organisation's internal regulations - to adapt their clubs' structures to the various demands.

**Season  
2012-2013**

**Season  
2013-2014**

#### Territorial changes

**37** regional moves

**30** regional moves

#### De-registration from the League

**451** applications

**490** applications

#### Awards

**81** granted

**100** granted

#### Mergers, folds, name or address changes, affiliates

**2,131** applications of which  
**1,383** were affiliation  
applications from LND  
or SGS clubs

**2,073** applications, of  
which **1,433** were affiliation  
applications from LND  
or SGS clubs

#### Compliance audits

**150** checks

**157** checks

#### Correspondence of approval sent

**6,393**

**6,219**

### Players' Agents

In the two-year period 2013-2014, FIGC both granted and revoked licences and registration for individuals working as football agents.



**Two eligibility tests** before granting licences, which saw **1,074 candidates** take part in 2013.

**2013**

**231 licences granted, 17 revoked  
and 1,292 agents in operation**

**2014**

**114 licences granted, 42 revoked  
and 1,360 agents in operation**

The Players' Agents Committee also **monitored and checked the respect of the relevant regulations**. 2014 saw an increase (+15% on 2013) in collaboration with FIGC Prosecutor's Office, the Tax Revenue Office, Carabinieri and Finance Police upon mandate of some of the state courts.

### New regulations governing Sports Agents

In accordance with the FIFA measures of 30 April 2014 on the expiry of Players' Agents licences and the corresponding register, on 1 April 2015 the new regulation on Players' Agents came into force, and a corresponding register was created.



### Training Compensation Committee

Clubs requesting first time registration as 'young pro', 'young amateur' or 'non professional' for players who in the previous season were registered under the Youth and School Sector, are required to pay a **training compensation fee** to the club the player was previously registered with.

## 1,221 appeals

(826 upheld, 127 rejected, 57 considered inadmissible and 211 waivers) reviewed in the 2012-2013 season.

## 1,255 appeals

(833 upheld, 123 rejected, 110 considered inadmissible and 168 waivers) in the 2013-2014 season.

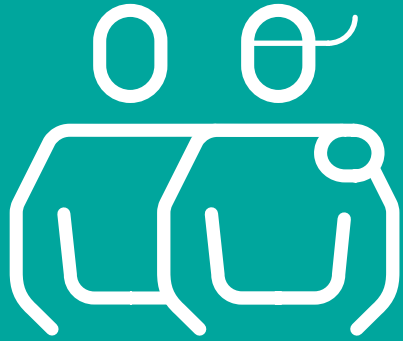


### Players' registrations and transfers

Via the Players' Registration office, FIGC guarantees and governs:

- **the registration of foreign and Italian players** (professional and amateur) from and to foreign associations, in accordance with FIFA regulations and the organisation's internal regulations;
- **the eligibility assessment of players;**
- **the certification of a player's position**, upon request of the Sports Justice bodies and Prosecutor's Office;
- **providing assistance regarding the interpretation of rules to clubs and agents, etc.;**
- **processing statistics** used in the various activities of the Association;
- **developing a procedure regarding requests for registration** of amateur players and registering amateur players in the FIGC digital archives (upon first registration in Italy);
- **filing requests with CONI for the entry visa to Italy** for professional players who are citizens of non-EU/EEA member countries;
- **supplying training courses** to professional clubs regarding the FIFA online procedure for the transfer of professional players (FIFA TMS);
- **transferring foreign minor players** in compliance with the rules issued by FIFA on the Protection of Minors.





*PART 3*

# ***Social Responsibility***

# Social Responsibility

FIGC undertakes a range of initiatives every year as part of the Association's institutional role, in recognition of the importance of football as a vehicle for spreading core values and facilitating social inclusion.

## Activities 2013-2014



### Children

Save The Children  
Make-A-Wish



### Scientific Research

AIRC  
AIL  
Fondazione Per il Tuo Cuore  
Un Amore Così Grande 2014



### Different Ability

Special Olympics



### Humanitarian Emergencies

Emilia Earthquake  
Floods in Sardinia  
Reconstruction project in Brazil  
Haiti Emergency  
Floods in Liguria



### Diversity and Anti-discrimination

FARE Football Week  
Mondiali Antirazzisti  
Espelli il Razzismo dal Calcio  
Mai Più Razzismo  
FIGC Video Campaign  
A National Team meeting  
with Minister for Integration  
I Campioni Ricordano  
Fight against homophobia  
UEFA Conference Respect Diversity



### Fair Play, Respect, Values and Education

FIFA Fair Play and UEFA Respect  
Campaign against violence towards women  
Meeting with the Pope  
Fight against criminality  
Campioni senza Trucco  
San Patrignano and Calciosociale  
Manganelli and Morosini scholarships  
Youth awareness



### Fundraising for Charity

Online auctions  
Awareness and Fundraising campaigns  
Donations and Support



### Legacy

Hall of Fame  
National Team exhibition  
2013-14 UEFA Europa League Final  
UEFA European Championships 2020 Bid  
Sustainability Report  
Premio Letterario Antonio Ghirelli  
Fondazione Museo del Calcio  
Federazione dei Musei del Calcio  
Calcio E-Library

## Children

### Save the Children

In 2013 and 2014, FIGC teamed up with Save the Children for the fifth and sixth years consecutively to tackle infant mortality. The Association showed its support through two partnerships for the Italy-Armenia and Malta-Italy games in 2013 and 2014, with a donation line being set up to raise funds. Cesare Prandelli, one of the faces of the campaign, recorded a video-message designed to raise awareness of the issue. The money raised was entirely donated to projects supported by Save The Children.



### Make-A-Wish

Through a partnership with FIGC stemming back to 2013, the Make-A-Wish Foundation has been able to make the wishes of two children suffering from serious conditions come true.

## Two dreams made reality

Going to a UEFA Champions League match

Watching the National Team train



Borussia Dortmund-Napoli, Signal Induna Park, Dortmund (Salvatore, 15, who suffers from Krabbe disease)

Day at Coverciano, autograph session and jersey donation by the Head Coach (Alberto, 9, Burkitt lymphoma)

## Scientific Research

### AIRC

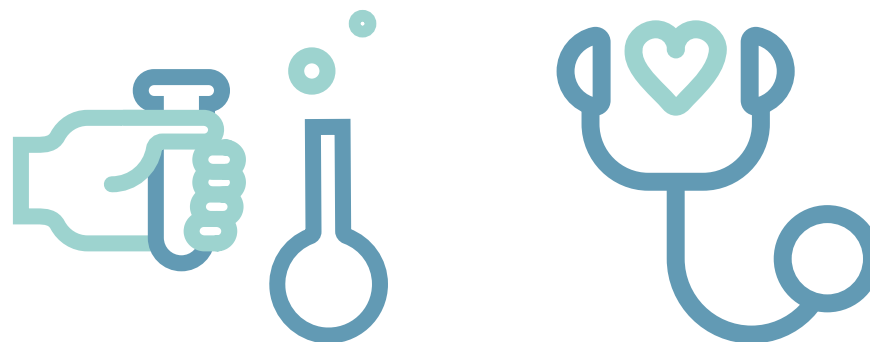
In 2013 and 2014, for the third and fourth years in a row, FIGC showed its support for the Un Gol per la Ricerca (A Goal for Research) fundraising campaign promoted by the Italian Association for Cancer Research (AIRC). FIGC helped to publicise the donation line set up for fundraising at the Italy-Germany and Italy-Croatia matches in 2013 and 2014. To further support the fundraising campaign, an online auction was set up on the Charity Stars platform, with merchandise signed by the National Team up for grabs. The proceeds were donated in full to **scientific research** projects.

### AIL

FIGC and the Italian Association against Leukaemia, Lymphoma and Myeloma (AIL) continued to collaborate in 2013 and 2014, a partnership that first began in 2011. The Italian Football Association helped to promote AIL's fundraising campaigns: over the Easter and Christmas festive seasons, FIGC staff were able to purchase chocolate eggs and the traditional poinsettia plants, with proceeds going to projects working to help **haemophilia patients**.

### Fondazione Per il Tuo Cuore

In 2014, Italy Head Coach Cesare Prandelli was the face of the AI Cuor Non Si Comanda campaign, promoted by the Fondazione Per il Tuo Cuore (For Your Heart Foundation), part of the National Association of Cardiologists (ANMCO). The campaign was designed to support **cardiology research** and contribute to promoting the foundation's various initiatives, including the opening of 700 cardiology wards for free consultancy and informative meetings.



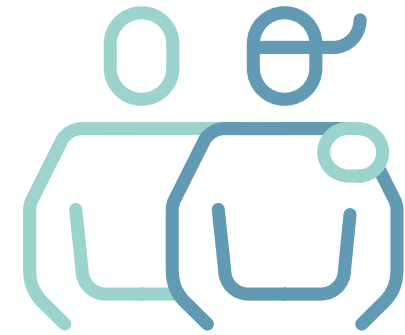
### Un Amore Così Grande 2014

This fundraising initiative saw participation from the Italian National Team and one of the most popular current Italian bands Negramaro. The Un Amore Così Grande 2014 (Such a Great Love) project, which was devised by FIGC and official partner Radio Italia in collaboration with Sugar and Negramaro, is a **tribute to the Azzurri and to the values** that the National Team and football in general represent for all Italians: support, passion, inclusion. The band created an updated version of the iconic 1976 song Un Amore Così Grande, written by Guido Maria Ferilli and made famous by Claudio Villa. Proceeds from sales of the song on iTunes were donated to **research projects into Amyotrophic Lateral Sclerosis and Multiple Sclerosis** through the AISLA and AISM Associations. As well as royalties from the song itself, FIGC set up a donation hotline to raise further funds. The song was awarded a gold disc on account of its 20,000 copies sold. As the Sustainability Report went to press, the music video for the song had reached over 6 million views on YouTube and 28,000 likes on Facebook.

## Different Ability

### Special Olympics

Since 2001, FIGC has been providing institutional support to activities backed by Special Olympics, the international sports organisation for people with intellectual disabilities. Special Olympics provides assistance to a total of 3.5 million children and adults in 180 countries. In 2013 and 2014, for the sixth and seventh years in succession, FIGC hosted a press conference in the Executive Committee room to present the calendar of events and officially paid tribute to the athletes involved in the competitions.





## Humanitarian Emergencies

### Emilia Earthquake

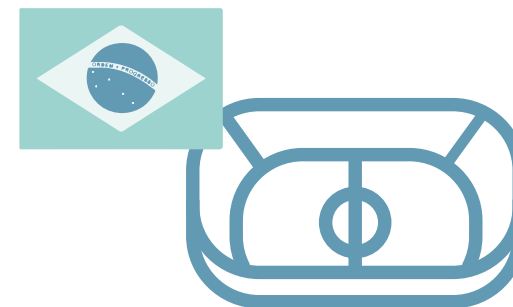
The day after an earthquake hit Emilia in 2012, FIGC mobilised in aid of the people affected by making a donation towards reconstruction projects in the area. In 2013, a ceremony took place to lay the first stone of the new sports complex in San Possidonio (Modena), which was constructed with the help of FIGC and the players of the National Team. They, along with Head Coach Cesare Prandelli, decided to donate their prize money from the European Championships in 2012 to the reconstruction effort. In April 2014, San Possidonio saw the opening of the Palazzurro, a 1,000m<sup>2</sup> multi-purpose complex with educational, cultural and sports facilities. The new Centro Sportivo Posta in Mirandola was also opened. These two reconstruction projects are representative of the FIGC's tangible contribution after the earthquake in Emilia. The A National Team had been due to play a friendly against Luxembourg on 29 May 2012 in Parma, but this was postponed due to the earthquake.

### Floods in Sardinia

After the floods that hit Sardinia in November 2013, FIGC and the Amateur League (LND) made a joint donation towards the repair of damaged pitches and sports facilities, in order to aid the recovery of football in the region.

### Reconstruction project in Brazil

During the 2014 FIFA World Cup, FIGC teamed up with the Italian Embassy in Brazil to make a donation towards the reconstruction of a multi-purpose sports complex in Mangaratiba (Rio de Janeiro), the area where the Italian National Team stayed over the course of the competition.



## Haiti Emergency

During the 2013 Confederations Cup in Brazil, the Italian National Team took part in a friendly against Haiti in Rio de Janeiro on 11 June 2013. All proceeds from television rights were donated to the 12 Italian NGOs working on **reconstruction projects** in Haiti, which was still in a state of emergency after the 2010 earthquake. FIGC also set up a hotline to raise funds, which were later donated in full to the projects in Haiti.

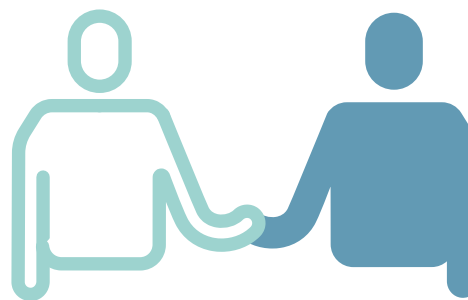


## Floods in Liguria

Together with Lega Serie A, Lega Serie B, Lega Pro, LND, AIA, AIAC and AIC, FIGC launched a solidarity campaign in response to the floods that struck Liguria in November 2014. The world of football came together to raise funds for the **repair of damaged football infrastructure** in order to minimise disruption to footballing activity in the area. Il Calcio per Genova (Football for Genoa) project, which FIGC ran on the occasion of the match Italy-Albania in Genoa on 14 November 2014, saw a fundraising campaign launched with a hotline set up and publicised during the match on the FIGC and Vivo Azzurro websites and social media pages.



## Diversity and Anti-discrimination



### FARE Action Week

Since 2011, FIGC has been supporting the Action Week promoted by FARE (Football Against Racism in Europe), which includes events and initiatives designed to raise public awareness on diversity and inclusion. In 2013, an **anti-racism awareness campaign** was launched by Italian National Team captain Gianluigi Buffon, while in 2014 the campaign saw participation from two FIGC ambassadors: Buffon again and International Referee Nicola Rizzoli. The campaign was run across FIGC's digital and social media channels and promoted throughout FARE's European digital network.

### Mondiali Antirazzisti

Since 2011, FIGC has been a supporter of Mondiali Antirazzisti (Anti-racist World Cup), an event organised by UISP with the objective of **tackling racism** and promoting respect for multiculturalism and diversity through football, basketball, volleyball, touch rugby and cricket tournaments. For the 2013 and 2014 editions, FIGC provided for a financial contribution to the organisation of football tournaments.

### “Espelli il Razzismo dal Calcio”

In 2013, at the FIGC Technical Centre in Coverciano, the Italian National Team met a delegation of foreigners, first- and second-generation immigrants, political refugees and asylum seekers who play in the amateur leagues selected by the Department for Equal Opportunities' National Office Against Racial Discrimination (UNAR). The initiative “Kick Racism Out of Football” was promoted by FIGC and UNAR in collaboration with the Football Against Racism in Europe (FARE) network as part of the 9th Anti-Racism Action Week.

### “Mai Più Razzismo”

In 2013, for the Italy-San Marino match in Bologna, the National Team took part in the Mai Più Razzismo (No More Racism) campaign launched by FIGC in collaboration with UNAR. 30,000 red cards were distributed before the match as a symbol of rejection to racism, with the subsequent choreography display from the fans accompanied by a FIGC video about the fight against racism. The awareness campaign also ran via the FIGC and Vivo Azzurro websites, YouTube and social media.

## FIGC Video Campaign

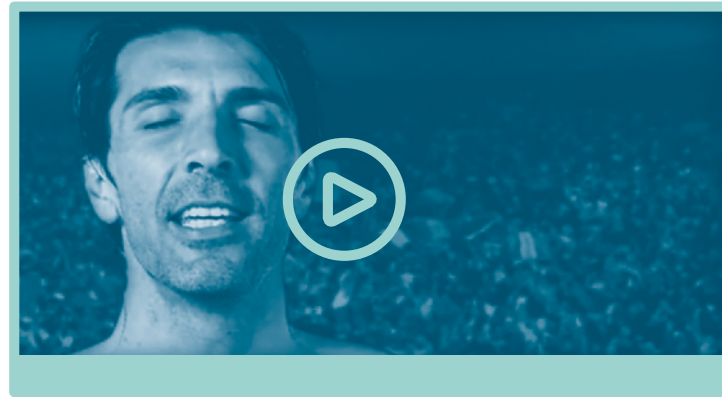
In 2013, FIGC created an anti-racism video campaign with participation from the Italian National Team and Head Coach Cesare Prandelli. The video was designed to raise awareness among fans and the general public around the topic of racism, and was published on FIGC's digital and social media channels.

## A National Team meeting with Minister for Integration

Italian Minister for Integration Cécile Kyenge met the National Team players during the Italy-San Marino match in Bologna on 31 May 2013, emphasising the importance of **football's role in the fight against discrimination**. The National Team also met the Minister at the Italy-Czech Republic match in Turin on 10 September 2013.

## "I Campioni Ricordano"

A few days before the beginning of the European Championships in Poland and Ukraine in 2012, the Italian National Team visited the concentration camps of Auschwitz and Birkenau in a demonstration of **football's commitment against all forms of violence and discrimination**. The most significant parts of the visit were brought together in a DVD named "I Campioni Ricordano" (Champions Remember), an initiative devised by Alé Comunicazione in collaboration with the Museo della Shoah Foundation, the Rome Jewish Community, the Italian Maccabi Association, San Marino RTV, PUMA and the FIAT Group. All proceeds were donated to projects supported by the Museo della Shoah Foundation.

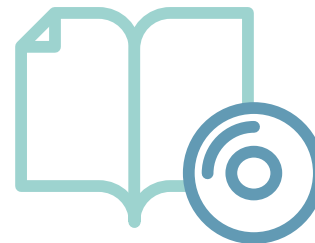


## Fight against homophobia

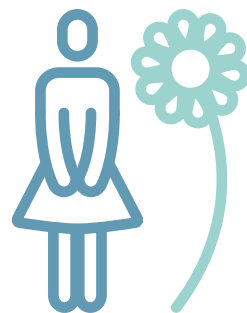
In 2014, FIGC was invited by the Fondazione Candido Cannavò to take part in the rainbow laces **anti-homophobia campaign** launched by Paddy Power. FIGC's participation in the campaign underlined the commitment of Italian football, and in particular the players and coaches involved in the National Team setup, to the issue of homophobia. The campaign was carried out on the FIGC website and via social media.

## UEFA Conference "Respect Diversity"

In Rome in 2014, FIGC hosted the UEFA Conference "Respect Diversity" on **inclusion and the fight against racism**. The event saw numerous important Italian and international figures from the world of sport, football and the institutions come together for the cause of diversity.



## Fair Play, Respect, Values and Education



### FIFA Fair Play

The Italian Football Association is a staunch proponent of the initiatives put forward by FIFA around the topic of Fair Play. In 2013 and 2014, FIGC attended the FIFA Fair Play week, held in September both years. In 2013, the procedures set out by FIFA were adopted for the Italy-Bulgaria (A National Team) and Italy-Belgium (Under 21) matches, while in 2014 FIFA Fair Play Day was celebrated during the Italy-Holland (A National Team) and Italy-Serbia (Under 21) matches. On each occasion, the match was preceded by an awareness message read by the captains.

### UEFA Respect

In 2013 and 2014 as in every year, the Italian Football Association adopted the guidelines recommended by UEFA in regard to the "Respect" social responsibility campaign, which was launched by UEFA in 2008 and is carried forth in all affiliated Associations. All European competitions saw the application of the procedures established by UEFA for international matches.

### Campaign against violence towards women

In 2013, the Movimento NoiNo launched a campaign against violence towards women which saw Cesare Prandelli, Claudio Bisio, Daniele Silvestri and Alessandro Gassman participate as ambassadors. The nation-wide campaign was promoted through FIGC's digital and social media channels. On 8 March 2014, which is International Women's Day, the campaign ambassadors had their efforts recognised in a service at the Quirinale in the presence of the Italian President. FIGC's involvement is further proof of the Association's commitment to the eradication of violence towards women.



### Meeting with the Pope

On the occasion of the Italy-Argentina match, which took place on 14 August 2013 in Rome and was dedicated to the first South American Pope in history, a FIGC delegation made up of players, coaches and staff was granted an audience with Pope Francis I, alongside an Argentina delegation. The Pope underlined the importance of **football as a model of social responsibility** both on and off the pitch, as well as emphasising the importance of raising awareness of ethical values and behaviour within football so that the game maintains its sporting character.

### Fight Against Criminality

On 14 October 2013, ahead of the Italy-Armenia match, the A National Team staged a training session in Quarto (Naples), one of the areas in Italy with the highest rate of criminality, to promote lawfulness. The area has been of symbolic importance to **sport's fight against criminality** ever since 2011, when the local team was freed from the control of the local mafia and placed under the stewardship of anti-mafia organisation "Libera".

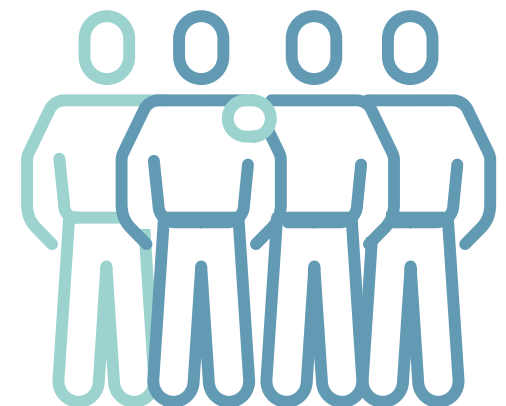
### "Campioni senza trucco"

In December 2013, the Campioni senza Trucco – Dalla Scuola alla Vita (Clean Champions – From School to Life) project was unveiled in the Salone de' Dugento of Florence's Palazzo Vecchio. Devised by FIGC's Anti-Doping Committee and created in collaboration with UNICEF, the project aims to **educate adolescents about doping** and raise awareness of the fight against it. In 2014, the initiative saw involvement from over 6,000 young secondary school students from four Italian cities (Crema for the north, Pescara and Florence for central Italy and Potenza for the south). At the end of the educational process, all of the classes participating created a video on the topic of ethics and the fight against doping.



### San Patrignano

Alongside Leagues and Technical Bodies, in 2014 FIGC supported Il Calcio per San Patrignano (Football for San Patrignano) project. The initiative, which culminated in the **construction of a full-size synthetic football pitch**, allowed 1,300 youngsters from the dependency rehabilitation community to practise sport. This forms an integral part of their recovery from substance dependency.



### Calciosociale

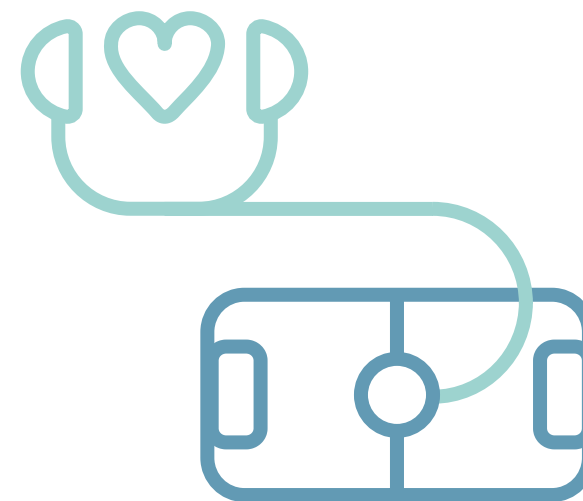
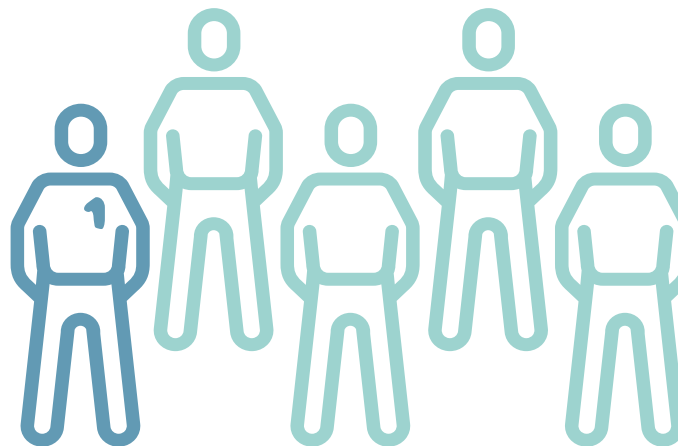
In 2014, the Italian Football Association put its backing behind a Calciosociale project aimed at supporting and integrating disadvantaged young people and their families. FIGC made a donation towards the construction of a football pitch (the Campo dei Miracoli) in the Corviale area of Rome, thus creating a new sporting hub where young people can come together in **healthy sporting activity**.

### Manganelli scholarship

In collaboration with the Ministry of the Interior, in 2013 the Italian Football Association created a scholarship in memory of Antonio Manganelli, who died on 20 March 2013. Manganelli was the head of the Polizia di Stato and received the Gold Medal for Civil Valour during a career in which he distinguished himself for the commitment and passion he showed towards guaranteeing **security and respect for the rules** and proper participation in the world of sport. The scholarship is awarded to people working in the field of sports security.

### Morosini scholarship

In 2013, FIGC launched a scholarship named after the Livorno player Piermario Morosini, who died of a cardiac arrest on the field of play during a Serie B match in 2012. The scholarship is awarded to young researchers working on **scientific projects on football** in the field of primary and secondary prevention of sudden death on the field of play.



## Youth awareness

Every year, the FIGC Youth Sector runs a wide range of local activities across Italy. In 2013 and 2014, the most notable initiatives took place in the regions of Emilia Romagna, Lazio and Piemonte.

### Emilia Romagna

**Un salvadanaio pieno di noi** (A piggy bank full of us) – a socio-educational project aimed at sports clubs affected by the 2014 Emilia earthquake.

**Un campione per bambino** (Champions for children) – a training and awareness initiative to ensure the correct development of young footballers and their instructors.

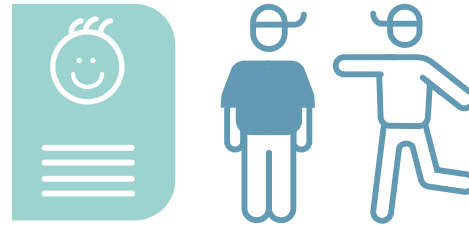
### Lazio

**Responsabili delle scuole calcio** (Football Schools managers) – a training and awareness project to ensure the proper growth of young players and their educators.

**Cari genitori... lasciateci giocare** (Dear parents... let us play) – an educational project focusing on parents.

### Piemonte

**Noi giochiamo sicuri** (We play safely) – a training and awareness project designed for sports club personnel to safeguard health, prevent injuries and optimise medical care for the safety of young players.



### Charter of Children's Rights

Inspired by the principles of the UN Charter of Children's Rights to Sport, the FIGC Charter of Children's Rights represents a way of raising awareness of children's sport and promoting the development of young athletes within a context of **sport ethics**. The Charter is aimed at parents, management personnel at clubs and schools, teachers, trainers and players. Each Football School is responsible for spreading the message and distributing the Charter.

### Green Card – Fair Play

In 2012, the Youth and School Sector launched the Green Card – Fair Play project to honour all those who have excelled for their **ethical behaviour**. The organisation distributed 50,000 green cards to Football Schools all over Italy to reward youngsters who have stood out for their respect of Fair Play principles.

### Razzisti? Una brutta razza

In 2014, the FIGC launched the "Razzisti? Una brutta razza" (Racists? Ugly race) project, which aims to combat racism in football by raising awareness in young players through **meetings and moments of reflection on the topic of discrimination**. The educational project will last two years and involve players between the ages of 10 and 18 in interactive, innovative ways, through 20 meetings on the topic of integration in all 20 Italian regions between 2015 and 2016. These will see participation from figures from the world of football, showbusiness, culture and politics. The programme will also include awareness campaigns in Football Schools, an institutional meeting with a press conference and a talk show for a young audience featuring ambassadors, actors and singers as a way of directly engaging with youngsters.



## Initiatives in youth detention centres

Launched in 2000 by the Youth and School Sector under the motto “No-one Excluded”, the project enabled detainees to:

- > attend lessons on the rules of the game
- > take part in training sessions with coaches
- > participate in local tournaments for secondary school students or youth teams
- > meet sports doctors and psychologists
- > become Football School instructors or referees

Penitentiary institutions involved over 2013 and 2014:

- Acireale (Catania)
- Biccoca (Catania)
- Caltanissetta
- Casal del Marmo (Rome)
- Ferrante Aporti (Turin)
- Palermo
- Potenza
- Prato
- Santa Bona (Treviso)
- Sollicciano (Florence)

As well as the activities organised in the centres, the Youth and School Sector’s Regional Federal Coordinators provided support to youngsters who have left detention centres in order to facilitate their incorporation into clubs in their city of residence.



## Fundraising for Non-Profit Organisations

### Online auctions

In 2013 and 2014, FIGC continued to support fundraising activities promoted by non-profit organisations. Through the Charity Stars platform, a series of online auctions were run to sell off memorabilia signed by the National Team, with all proceeds going entirely to projects run by the various charities and organisations.

*Causes supported through auction in 2013 and 2014:*

**AIRC** – scientific research

**TDH** – In Difesa (In Defence of Infants project)

**WWF** – Living Amazon project to protect the Amazona

### Awareness and Fundraising campaigns

In 2013 and 2014, FIGC lent its support to awareness and fundraising campaigns on topics of social interest via the FIGC and Vivo Azzurro sites and various social media channels.

*Campaigns supported in 2013 and 2014:*

**ADMO** – campaign raising awareness on bone marrow donation and raising funds for assistance services

**DOCTORS WITHOUT BORDERS** – awareness and fundraising campaign in aid of the Ebola crisis in Sierra Leone and Liberia

**TELEFONO AZZURRO** – awareness campaign against bullying



## Donations and Support

The Italian Football Association provides support to charitable organisations and initiatives all over the country through various means of contribution:

- Donation of sports gear
- Donations for charitable causes
- Awarding of institutional patronage

### Donation of sports gear

The Association contributes to the organisation of sports events, social initiatives and fundraising activities through the donation of sports gear or promotional material. In 2013 and 2014, the Italian Football Association granted 72 requests, for a total value of around 36,000 Euros.

### Donations for charitable causes

The Italian Football Association supports social initiatives through the provision of donations from a solidarity fund made up of fines, Association funds that the President wishes to invest in ethical, social and environmental projects and external donations made on the proviso they be used for specific purposes. Through its Social Initiatives Fund, the Italian Football Association has funded scien-

tific research projects and contributed to the support of social, cultural and humanitarian emergency initiatives. In 2013 and 2014, around 820,000 Euros were donated.

#### *Christmas donations*

At Christmas in 2013, the Italian Football Association made a contribution to six non-profit organisations (Amici del Buon Pastore, AMREF, Lega del Filo D'Oro, Save the Children, Telethon and UNICEF) by purchasing 3,000 greetings cards worth around 4,000 Euros.

### Awarding of institutional patronage

The Italian Football Association awards institutional patronage to cultural, sporting, social and awareness initiatives. In 2013, patronage was awarded 86 times, while in 2014 it was awarded 57 times.



## Legacy



In 2013 and 2014, the Italian Football Association celebrated the third and fourth editions of the Italian Football Hall of Fame. The panel was made up of the President of the Italian Sports Press Union, the Directors of Il Corriere dello Sport, La Gazzetta dello Sport, Il Guerin Sportivo, Il Quotidiano Nazionale, Sky Sport Italia, Sport Mediaset, Tuttosport and the Sports Services Director from Radio Rai.



### 2013

#### Categories and winners

Italian Player: Franco Baresi

Foreign Player: Gabriel Omar Batistuta

Italian Coach: Fabio Capello

Italian Referee: Cesare Gussoni  
and Sergio Gonella (ex aequo)

Italian Executive: Massimo Moratti

Italian Veteran: Gianni Rivera



### 2014

#### Categories and winners

Italian Player: Fabio Cannavaro

Foreign Player: Diego Maradona

Italian Coach: Carlo Ancelotti

Italian Referee: Stefano Braschi

Italian Executive: Giuseppe Marotta

Italian Veteran: Sandro Mazzola

Italian Female Player: Carolina Morace



### UEFA HatTrick Award 2013

In 2013, FIGC won the UEFA HatTrick Award thanks to the “Italia - Città Azzurra del Calcio” project, which promoted football culture via a series of events in cities hosting A and Under 21 National Team matches.

### “La Nazionale tra emozioni e storia. Un secolo di calcio azzurro”

To mark the 2014 World Cup, the Italian Football Association teamed up with Puma to organise the “La Nazionale tra emozioni e storia. Un secolo di calcio azzurro” (The National Team between emotions and history. A century of Italian football) exhibition at the Auditorium Parco della Musica in Rome. The initiative celebrated Italian football’s unrivalled patrimony via a plethora of mementos, documents, jerseys, scarves, footballs, trophies, flags and personal objects, 80 photos and descriptions of each of the 760 players to have donned the Italy jersey.



### 2013-14 UEFA Europa League Final

Held on 14 May 2014 in Turin, the 2013-14 UEFA Europa League Final created an important legacy and notable economic boost for the city of Turin. The gross economic growth generated by the final was 17.5 million Euros, 72% of which (12.6 million Euros) was directly produced by the city of Turin and the surrounding area. This can be attributed to public spending (8.7 million Euros), the media (1.2 million Euros) and event production (2.6 million Euros). The sectors that most benefited from the fillip were the hotel sector (5.4 million Euros), the food and beverage sector (2.6 million Euros), shopping (1.2 million Euros), free time (0.5 million Euros) and transport (0.2 million Euros).

### UEFA Euro 2020 Bid

On 24 April 2014, the Italian Football Association presented UEFA with its Bid Dossier for the city of Rome to host the European Championships in 2020, a tournament that will be held across 13 European cities. The Italian candidacy focused on the tradition of

Italian football, the universal value of Rome, the fantastic places for fans to visit, the role of Italy and Rome in European unification, the favourable geographic positioning of the country, the quality of Italian hospitality and the fan reception capacity of Rome, the charm of the Stadio Olimpico and the practicality of its organisational model. On 19 September 2014 UEFA assigned Italy three group-stage matches and one quarter-final match.



### Sustainability Report

The third and fourth editions of the Sustainability Report represent a tangible expression of the commitment of the Italian Football Association to informing its internal and external stakeholders of the work done and results achieved in the area of Social Responsibility, providing punctual, transparent information in this regard.



The third edition of the Premio Letterario Antonio Ghirelli (2013/14 edition) took place in April 2014. It was promoted by FIGC in collaboration with the Fondazione Museo del Calcio.

### Prizes awarded

- Non-fiction/Narrative category: *Dallo Scudetto ad Auschwitz* by Matteo Marani
- Foreign work category: *Red Machine* by Simon Hughes
- Technical and specialised study category: *FC Barcelona Training Sessions* by Athanasios Terzis
- Photography category: Carmine Desiderio
- Special mention by the panel: *Gli Scudetti che vinsero la Guerra* by Mario Pennacchia and *É un gioco da ragazzi* by Domenico Facchini and Corrado la Grasta.



The Museo del Calcio continued to operate in 2013 and 2014 to further projects aimed at raising awareness of the culture and history of football and engaging players from the Youth and School Sector.

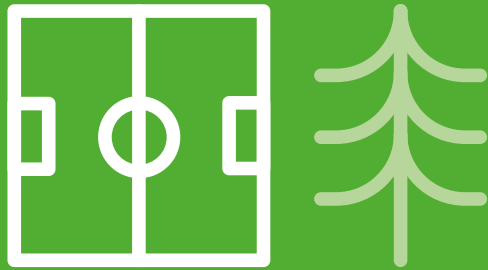


Also continuing in 2013 and 2014 were exchange relationships between the various Italian museums affiliated to the Federazione dei Musei del Calcio (Juventus Museum, il Museo del Grande Torino e della Leggenda Granata, il Museo Fiorentina, il Museo del Genoa and the Calcio Padova Museum). The Museo del Milan has also now joined the Federazione dei Musei del Calcio.



The process of transferring documents onto the digital archive platform, created in collaboration with the LUISS Guido Carli University, continued in 2013 and 2014. The bibliographical material can be viewed online at <http://biblioteca.figc.it> and is accessible via the [figc.it](http://figc.it), [vivoazzurro.it](http://vivoazzurro.it), [settoretecnico.it](http://settoretecnico.it), and [museodelcalcio.it](http://museodelcalcio.it) websites, The Library at the FIGC Technical Centre, the Fondazione Museo del Calcio Library and FIGC's Rome headquarters. As of the end of 2014, there were 3,591 books, 1,910 theses, 101 newspapers, 47 encyclopaedias and dictionaries, 75 videos, 9 collections of didactic material, 3,208 articles selected by the Study and Research department and 11 publications.





*PART 4*

# ***Capital Management***



## Human Capital

### Human Resources

Human capital management in FIGC is entrusted to the Human Resources department. Since 2008, the number of employees has increased as a result of converting atypical contracts to permanent ones, new hires from labour market sources and the transfer of personnel from CONI Servizi to FIGC. The Human Resources department supervises the management and administration processes of about 480 workers, including leased staff. Emphasis is placed on the consistent distribution of senior positions between men and women, making FIGC a gender discrimination free workplace.

### Composition of workforce 2014

**226** 

### Contract types and categories FIGC 2014

Executives	3
Journalists	2
Senior Managers	13
Managers	16
Skilled Workers	59
White Collars	115
Operators	18
<b>Total workforce</b>	<b>226</b>

National Team Staff (coaches, scouts, medical staff, etc.)	67
Referees, technical bodies, AIA technical staff	152
Other	31
<b>Total employees</b>	<b>250</b>

**Total** **476**

**125** men

**101** women



### Senior posts FIGC 2014

Category	F	M
Senior Managers	6	7
Executives	1	2
<b>Total</b>	<b>7</b>	<b>9</b>

### Active internships 2014

Università degli Studi del Foro Italico	1
Università degli Studi della Repubblica di San Marino	1
Università La Sapienza di Roma	1
Università Europea di Roma	1

**Total** **4**



### Equal Opportunities

Since 2014, at CONI and for all the National Sports Federations, an Equal Opportunities Committee has been constituted with the task of ensuring the promotion of real gender equality; it is also envisaged that a Joint Committee on mobbing will be set up supported by reception desks, the appointment of personal advisors and the definition of codes of conduct. During 2013 and 2014 no incidents requiring the aforesaid bodies to take action were reported.



### Contractual flexibility

As of 31/12/2014 there are 9 horizontal part-time contracts and 1 vertical part-time contract in place, used by 2 male employees and 8 female employees.



### Disabled and protected categories

FIGC enhances the capabilities and potential of disabled workers, focusing attention on the elimination of architectural barriers and on their possible instrumental and logistical needs. Since 2013 an agreement has been in place with the Office of Mandatory Placement of the Province of Rome for the targeted introduction of mandatory quotas.



### Training

In 2014 a training project was launched with implementation deferred in the following years for language training (English-Spanish), the use of computer tools and applications (Microsoft Office), graphics, video editing and development of effective communication techniques.



### Bonus system

To promote collective production, non-managerial staff are assessed annually for the payment of the Result Based Corporate Bonus on the basis of number of days worked during the year and the staff level coefficient. Also provided is an Individual Bonus linked to merit and individual commitment.



### Welfare

Employees benefit from health insurance, which can also be extended to family members, and an accident policy for occupational and non-occupational hazards. Also provided are the services and activities proposed by the New CRAL CONI (Recreation Club) and the allocation of a membership card for access to football matches.



### Protection of health and safety at work

#### Safety courses

In 2013 online training courses were conducted on Safety in the Workplace for all workers at the Association. In 2014 refresher training courses were held for workers assigned to emergency, first aid and fire fighting (22 employees - 6 hours), training courses for workers assigned to emergency, first aid and fire fighting for new appointments (15 employees - 16 hours), training courses for safety officers (2 employees - 16 hours).

#### Inspections

152 visits to employees in 2013 as part of the Prevention and Protection Service and 36 visits in 2014.

#### Accidents at work

In 2013 4 accidents were recorded (while travelling to or at the workplace), while in 2014 6 accidents were recorded.



### Computerisation of the human resources management system

through the collection of data on a computer platform for real-time monitoring of work performance.



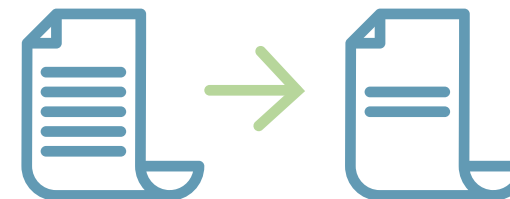
### Implementation of a training programme

with content geared towards a policy of professional growth: courses on Team Building, Leadership, Project Management, Professional Coaching, Management and Performance Skills, Professional and Managerial Communication.



### Centralised management of employees' contracts

within the Human Resources department in line with recent organisational changes.



### Simplification of contract types

in line with recent legislative changes (Jobs Act).

# Financial Capital

Summary of Balance Sheets			
	Balance Sheet 2014	Balance Sheet 2013	Balance Sheet 2012
Intangible Fixed Assets	814	591	663
Tangible Fixed Assets	1,112	1,109	1,029
Long-term Financial Assets	37,601	32,622	32,622
<b>Total Fixed Assets</b>	<b>39,527</b>	<b>34,322</b>	<b>34,314</b>
Receivables	24,074	28,568	37,046
Cash and other Liquid Assets	67,839	74,024	55,785
<b>Current Assets</b>	<b>91,913</b>	<b>102,592</b>	<b>92,831</b>
<b>Accrued Income and Pre-paid Expenses</b>	<b>2,432</b>	<b>2,943</b>	<b>3,206</b>
<b>TOTAL ASSETS</b>	<b>133,872</b>	<b>139,857</b>	<b>130,352</b>
<b>Equity</b>	<b>36,857</b>	<b>34,072</b>	<b>33,002</b>
<b>Provisions for Contingent Liabilities</b>	<b>21,668</b>	<b>20,893</b>	<b>24,205</b>
<b>Bounded Funds</b>	<b>641</b>	<b>592</b>	<b>571</b>
<b>Employees' Leaving Indemnity</b>	<b>2,938</b>	<b>2,544</b>	<b>2,191</b>
<b>Payables</b>	<b>64,106</b>	<b>72,067</b>	<b>59,403</b>
<b>Accrued Liabilities and Deferred Income</b>	<b>7,662</b>	<b>9,689</b>	<b>10,980</b>
<b>TOTAL LIABILITIES</b>	<b>133,872</b>	<b>139,857</b>	<b>130,352</b>

Figures shown in €'000s

Note: The financial statements can be found at [www.figc.it](http://www.figc.it) in the [Transparency](#) section

Summary of Profit and Loss Statements			
	Balance Sheet 2014	Balance Sheet 2013	Balance Sheet 2012
Contributions, membership fees, revenues	169,857	173,727	181,286
<b>Operating Revenues</b>	<b>169,857</b>	<b>173,727</b>	<b>181,286</b>
Olympic Training / National Teams	51,776	67,388	74,747
Match Officials	46,416	45,407	43,923
Organisation of International Sports Events	145	273	195
Organisation of National Sports Events (excl. National Teams)	3,584	2,945	3,406
International Bodies	0	0	0
Training, Research and Documentation	6,219	6,256	5,495
Sports Promotion	5,001	4,930	5,062
Sports Activity Related Transfers	4,339	4,443	4,779
Sports Facility Management	94	95	125
<b>Direct Costs</b>	<b>117,574</b>	<b>131,738</b>	<b>137,733</b>
Labour Costs	17,342	14,722	14,092
Overheads	19,665	20,560	19,136
<b>Indirect Costs</b>	<b>37,007</b>	<b>35,282</b>	<b>33,228</b>
Depreciation and Amortisation	4,548	6,405	8,661
Other operating expenses	341	0	0
<b>Operating Costs</b>	<b>159,469</b>	<b>173,425</b>	<b>179,621</b>
<b>Extraordinary Financial Income / Charges</b>	<b>21</b>	<b>4,364</b>	<b>1,177</b>
<b>Pre-tax Result</b>	<b>10,409</b>	<b>4,666</b>	<b>2,841</b>
<b>Taxes and Dues</b>	<b>7,625</b>	<b>3,596</b>	<b>2,524</b>
<b>Net Income</b>	<b>2,784</b>	<b>1,071</b>	<b>317</b>

Figures shown in €'000s

Note: the A National Team participated in the European Championships in 2012, the Confederations Cup in 2013 and the 2014 World Cup

FIGC is a non-profit organisation and management is oriented towards the pursuit of effectiveness and efficiency in resource management. The Association pursues its mission through funding from three main categories of sources: CONI contributions, contributions from members, and asset management activities (TV rights, sponsorships). Added value cannot be calculated as in the case of “for profit” organisations that provide services or sell products on the market. Instead, it lies in the ability to reach a balance between revenue sources and costs incurred for the attainment of the Association’s purpose. The organisational and propulsive action on the “football system” by FIGC is possible thanks to the contribution of the Olympic Committee and members. However, the Association’s ability to generate new revenues independently, ensuring the resources necessary for the proper performance of its mission and finding cost savings of management, is a necessary condition to integrate the amount of contributions received, which alone would

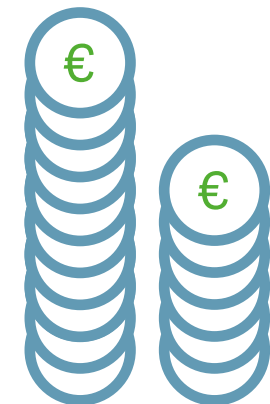
Operating revenues by category			
	2014	2013	2012
CONI Contributions	68,929	68,719	68,353
Membership Fees*	15,158	19,375	24,069
Revenues from International Events	40,538	46,525	46,654
Contributions from State, Regional and Local Authorities	7	35	2
Revenues from Advertising and Sponsorships	42,128	35,429	38,818
Other Revenues	3,098	3,645	3,389
<b>Operating Revenues</b>	<b>169,857</b>	<b>173,727</b>	<b>181,286</b>

Figures shown in €'000s

\*The decrease in “Membership Fees” is mainly due to a different accounting exposure from membership fees and lower penalties by Sports Justice.

Costs divided by beneficiaries			
	2014	2013	2012
Labour Costs	13,478	11,058	10,767
Commercial Suppliers	48,167	48,824	52,164
Third Parties for FIGC Bodies and Committees	4,886	5,222	5,107
Third Parties for technical/sports services	74,005	87,859	89,443
Third Parties for Football System	8,098	8,183	8,608
State, Local Authorities, Institutions	12,951	8,852	6,999
Association	4,548	6,405	8,978
International Sports Bodies	353	618	395
<b>Total</b>	<b>166,485</b>	<b>177,021</b>	<b>182,461</b>

Figures shown in €'000s



not guarantee ordinary management. The final recipient of the value chain managed by FIGC is the “football system” in its complex structure, although from a directly economic point of view the value of the product is mainly distributed to commercial providers, service providers, professional and sports services (referees, doctors, coaches, etc.), staff, State, local authorities and institutions, recipients of donations, the Association itself for reuse. Data from the 2012-2014 period demonstrated the ability to efficiently manage the organisation.

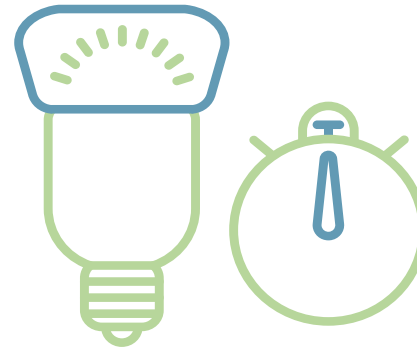
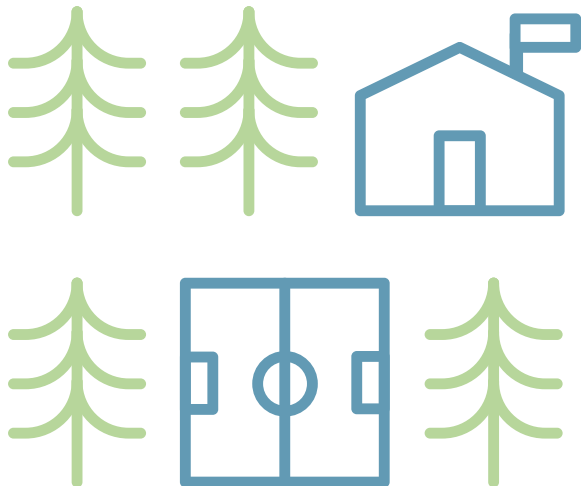
### Value of the supply

The value of the supply from companies with headquarters in Lazio totalled 2.8 million Euros in 2013 and 2 million euros in 2014. These figures refer to the Economic Performance Indicators contained in the GRI Standard Disclosures (policies, practices and proportion of spending on local suppliers) and represents FIGC’s impact in the area surrounding its headquarters. Cost reductions are the result of the policy of streamlining conducted by the Association’s management.

## Real Assets and Environmental Policies

### Management of the environmental impact and energy efficiency

Property management for the acquisition and management of real estate assets is entrusted to Federcalcio Srl, a wholly owned subsidiary of FIGC. During the development of the business model, attention was given to the impact of activities on the environmental and socio-economic sphere aimed at improving efficiency in real estate management.



### Property strategy

## 2012

Inauguration of the Rome office in Via Campania and various reunifications of dispersed offices in leased properties with space rationalisation and efficiency of resources. Acquisition and creation of new headquarters designated as the offices of AIA and SGS Regional Committees.

## 2014

Purchase of two buildings (Palmanova and Potenza) aimed at restoring the activities of the offices of the peripheral organs of FIGC and Lega Nazionale Dilettanti (National Amateur League) resulting in a rationalisation of costs and real estate assets.

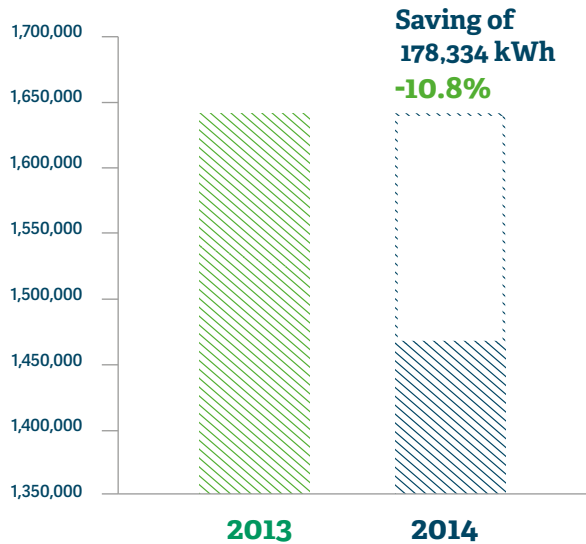
### Energy saving

The best results obtained include the consumption of electricity in the Federal Technical Centre in Coverciano and in the Rome offices in Via Po and Via Campania. Considerable energy savings have been highlighted as a result of a series of actions regarding electrical-lighting, such as the replacement of old generation lamps with LED lights, and the introduction of a system of automatic switching on/off of the lights in some common spaces.

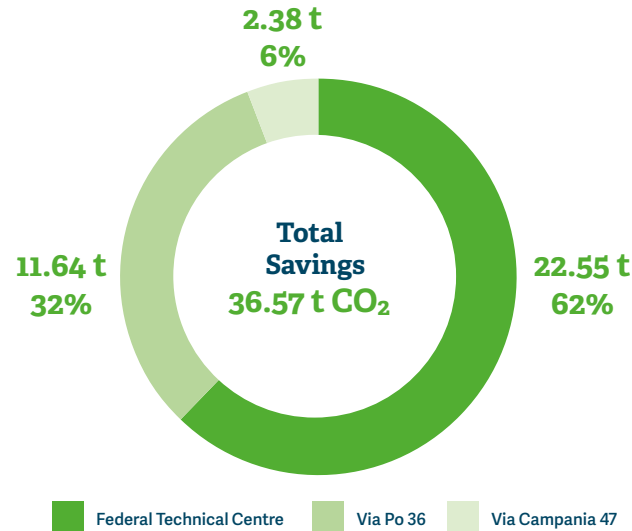
### Environment protection awareness

During the years 2013 and 2014, FIGC defined and launched specific environment protection awareness projects, and in particular "Green Project - Less Paper", which involved all federal bodies and implemented various activities aimed at environmental protection. For more details about the Green Project, please refer to the specific section.

### Energy consumption for the years 2013 and 2014



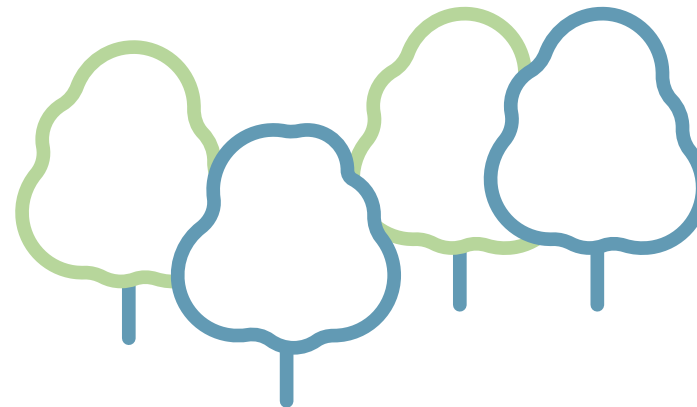
### CO2 emissions reduction from 2013 to 2014



The energy efficiency policies adopted by FIGC show a significant reduction in CO2 emissions by the various federal offices (total 36.57t). 62% of the overall reduction is evident at the Coverciano Technical Centre as a result of the restructuring conducted, followed by the offices in Via Po (32%), where a recent refurbishment of the building was carried out, and Via Campania (6%).

### Energy efficiency at the Federal Technical Centre

Many of the planning and management activities for real estate redevelopment were focused on the Federal Technical Centre in Coverciano (Florence) where continuous and substantial renovations have been planned, constantly adapted to technological innovations, and oriented towards environmental sustainability. Significant results have been achieved in terms of energy savings, also through a monitoring activity that has overcome various consumption problems in different areas of the Technical Centre. The possibility of installing a photovoltaic system is being evaluated. This would be assisted by a co-generation plant and would aim to achieve a reduction in energy estimated at about 27% per year, allowing the use of Energy Efficiency Certificates (EEC).



**GREEN Project – Less Paper  
Dematerialisation and environmental  
sustainability 2013-2014**



**Installation of new Fax Servers**



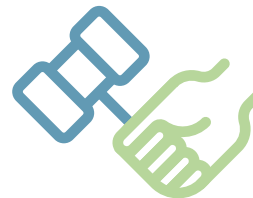
**Development of the  
online Purchase Request  
Management System**

within the framework of dematerialisation of archive documents and the centralisation of Purchase Requests (RDA – Richieste di Acquisto)



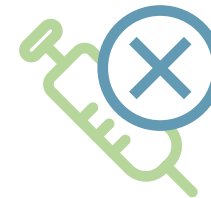
**Development of the management  
system for the Public  
Administration**

for communication to Public Bodies of the payment of a contribution provided by a civil servant to allow the traceability of payments to suppliers



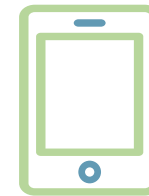
**Development of the management  
system of the Federal  
Prosecutor's Office**

which has allowed the dematerialisation of documentation



**Anti-doping System**

Web system for the management of available inspectors



**Development of a Technical App  
for the management of matches  
involving the National Teams**

for use by technical staff of the National Teams for the centralised storage of multimedia material (audio/video of matches, training sessions, interviews), which can also be consulted via web





# Methodological Note

## Reference Guidelines

This FIGC Sustainability Report, which refers to the years 2013 and 2014, has been drafted in accordance with version 3.1 of the Sustainability Reporting Guidelines drafted by the Global Reporting Initiative (GRI), Application Level C.

## Reporting system, process and parameters

The Report represents the fourth consecutive year of FIGC's reporting strategy. The document is the result of a lengthy process carried out by a working group consisting of FIGC personnel from different offices who represent all areas of interest for the Association's Sustainability Reporting. Given the complexity of the task, PricewaterhouseCoopers was also involved in the process and contributed to the definition of the reporting framework.

## Limits and period of reporting

The Sustainability Report includes final financial figures from 2013 and 2014, as well as those from the last Sustainability Report, which refers to 2012. The figures and information provided in this document refer to the activity of FIGC and its subsidiary Federcalcio Srl. The information regarding the sports seasons refer to 2012-2013 and 2013-2014 and, where available, to the previous seasons for purposes of comparison. Any exceptions to these criteria are specified in the relevant sections. Financial figures are drawn from the FIGC Financial Statement as at 31 December 2014.

## Reporting principles

The reporting principles applied in the preparation of the Report follow the aforementioned guidelines drawn up by the GRI and are listed below:

- **Stakeholder Inclusiveness, Materiality, Sustainability Context** - Following an accurate stakeholder mapping, the relations, involvement actions and related outcomes, as well as the contents to be included in the Report, were identified. Suggestions made by the Association's stakeholders after the publication of the previous Sustainability Reports, regarding how to expand on and improve the information provided, were also considered and implemented.
- **Balance** - Data is presented in an objective and systematic manner. The indicators accounting for the results reflect performance measurement regardless of improvement or decline compared to previous periods.
- **Clarity and Comparability** - In the

editorial composition of the document it was decided to adopt a new system of graphics to make consultation more rapid and accompany the data presented with images, graphics and tables to render the document more easily intelligible. The indicators are compared with those from previous years. Any lack of comparison is due to the insignificance of variations or the unavailability of data from previous years.

- **Accuracy** - Data was screened by relying on an internal audit and approval process that involved the heads of the Association's various offices.
- **Timeliness and Reliability** - The Sustainability Report is published on a yearly basis and is circulated through the usual channels of communication used by FIGC.
- **Circulation** - The Sustainability Report has been provided in Italian and in English and is available on the FIGC's institutional website. For further information, please see [www.figc.it](http://www.figc.it) and ReportCalcio 2015.

## Improvement Goals

Objectives set out in the previous edition	Level of completion	Comments
<p>Improvement of the drafting process and Sustainability Report</p> <ul style="list-style-type: none"> <li>&gt; <b>Increase organisational efficiency</b> via the improvement of the internal reporting procedure</li> <li>&gt; <b>Fine-tune KPIs</b> (Key Performance Indicators)</li> <li>&gt; <b>Reinforce Stakeholder Engagement</b> in order to verify mutual expectations and identify guidelines to follow</li> </ul>	<ul style="list-style-type: none"> <li>✓ Achieved</li> <li>✓ Achieved</li> <li>Partially achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Level of autonomy and internal participation increased</li> <li>• KPIs fine-tuned for greater efficiency in communication</li> <li>• Listening strategies activated and dialogue activities established</li> </ul>
<p>Corporate Social Responsibility (CSR) plan</p> <ul style="list-style-type: none"> <li>&gt; <b>Complete</b> the development and <b>implementation of the CSR plan</b></li> </ul>	<p>Partially achieved</p>	<p>The CSR plan has been slowed down by changes in governance, but activities continue to be developed, with a focus on the social impact incurred</p>
<p>New GRI Sustainability Reporting Guidelines</p> <ul style="list-style-type: none"> <li>&gt; <b>Analyse</b> and evaluate the new <b>GRI Sustainability Reporting Guidelines – G4</b> with a view to potentially implementing them in the Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>✓ Achieved</li> </ul>	<p>For the year 2015, the Integrated Reporting will be adopted.</p>

# GRI 3.1 CONTENT INDEX - APPLICATION LEVEL C

## STANDARD DISCLOSURES PART I: Profile Disclosures

Strategy and Analysis			
Profile Disclosure	Disclosure	Level of Reporting	Location of disclosure
1.1	Statement from the most senior decision-maker of the organization.	Full	Foreword by the President
Organizational Profile			
2.1	Name of the organization.	Full	Identity and Mission
2.2	Primary brands, products, and/or services.	Full	Identity and Mission
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Full	Identity and Mission; Organisation and Governance
2.4	Location of organization's headquarters.	Full	Back page
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Full	International Relations
2.6	Nature of ownership and legal form.	Full	Identity and Mission
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Full	FIGC in Figures; FIGC Stakeholders
2.8	Scale of the reporting organization.	Full	FIGC in Figures
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Full	Organisation and Governance
2.10	Awards received in the reporting period.	Full	UEFA HatTrick Award "Città Azzurra del Calcio"

### Report Parameters

Profile Disclosure	Disclosure	Level of Reporting	Location of disclosure
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Full	Methodological Note
3.2	Date of most recent previous report (if any).	Full	Methodological Note
3.3	Reporting cycle (annual, biennial, etc.)	Full	Methodological Note
3.4	Contact point for questions regarding the report or its contents.	Full	Editorial Staff
3.5	Process for defining report content.	Full	Methodological Note
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Full	Methodological Note
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Full	Methodological Note
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Full	Methodological Note
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	N/A	There are no re-statements of information provided in the previous report
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	N/A	There are no significant changes from previous reporting periods
3.12	Table identifying the location of the Standard Disclosures in the report.	Full	GRI Content Index

### Governance, Commitments, and Engagement

Profile Disclosure	Disclosure	Level of Reporting	Location of disclosure
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Full	Organisation and Governance
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Full	Organisation and Governance
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Full	This is not applicable to FIGC's organisational structure
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Full	Organisation and Governance
4.14	List of stakeholder groups engaged by the organization.	Full	FIGC Stakeholders
4.15	Basis for identification and selection of stakeholders with whom to engage.	Partial	FIGC Stakeholders

## STANDARD DISCLOSURES PART III: Performance Indicators

Economic			
Indicator	Disclosure	Level of Reporting	Location of disclosure
<b>Economic performance</b>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Full	Financial Capital
EC4	Significant financial assistance received from government.	Full	Financial Capital
<b>Market presence</b>			
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Full	Financial Capital
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partial	Human Capital
Environmental			
Indicator	Disclosure	Level of Reporting	Location of disclosure
<b>Energy</b>			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Full	Real Assets and Environmental Policies
<b>Compliance</b>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	N/A	There were no fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2013 or 2014

<b>Social: Labor Practices and Decent Work</b>			
<b>Indicator</b>	<b>Disclosure</b>	<b>Level of Reporting</b>	<b>Location of disclosure</b>
<b>Employment</b>			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partial	Human Capital
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partial	Human Capital
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Full	Human Capital
<b>Labor/management relations</b>			
LA4	Percentage of employees covered by collective bargaining agreements.	Partial	Human Capital
<b>Occupational health and safety</b>			
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partial	Human Capital
<b>Training and education</b>			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partial	Human Capital
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Partial	Human Capital
<b>Social: Human Rights</b>			
<b>Indicator</b>	<b>Disclosure</b>	<b>Level of Reporting</b>	<b>Location of disclosure</b>
<b>Non-discrimination</b>			
HR4	Total number of incidents of discrimination and actions taken.	Full	Human Capital



Indicator	Disclosure	Level of Reporting	Location of disclosure
<b>Freedom of association and collective bargaining</b>			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	N/A	No operations or significant suppliers in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk have been identified
<b>Social: Society</b>			
SO4	Actions taken in response to incidents of corruption.	Full	Integrity; Control Bodies
<b>Public policy</b>			
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	N/A	FIGC gave no contributions to political parties or politicians in 2013 or 2014
<b>Social: Product Responsibility</b>			
<b>Compliance</b>			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	N/A	There were no fines or non-monetary sanctions for non-compliance with laws and regulations concerning the provision and use of products and services in 2013 or 2014

# Terminology

Associazione Italiana Arbitri (AIA)  
*Italian Referees' Association*

Associazione Italiana Calciatori (AIC)  
*Italian Players' Union*

Associazione Italiana Allenatori Calcio (AIAC)  
*Italian Coaches' Union*

Anagrafe federale  
*FIGC Registry*

Assemblea federale  
*General Assembly*

Codice di Giustizia Sportiva  
*Disciplinary Code*

Comitato Olimpico Nazionale Italiano (CONI)  
*Italian National Olympic Committee*

Consiglio federale  
*Executive Committee*

Collegio dei Revisori dei Conti  
*Board of Auditors*

Comitato di Presidenza  
*Presidential Board*

Commissione Agenti di Calciatori  
*Players' Agents Committee*

Commissione Antidoping e Tutela della Salute  
*Anti-doping and Health Protection Committee*

Commissione Federale di Garanzia  
*FIGC Sport Justice Authority*

CAI - Commissione Arbitri Interregionali  
*Interregional Referees' Committee*

CAN BS - Commissione Arbitri Nazionale Beach Soccer  
*National Beach Soccer Referees' Committee*

CAN A; CAN B; CAN PRO; CAN D - Commissione Arbitri Nazionale  
*National Referees' Committee (Serie A, Serie B, Lega PRO, Amateurs)*

CAN 5 - Commissione Arbitri Nazionale Calcio a 5  
*National Futsal Referees' Committee*

Commissione Carte Federali  
*FIGC Regulations Committee*

Commissione Criteri Infrastrutturali  
*Infrastructural Criteria Committee*

Commissione Criteri Sportivi ed Organizzativi  
*Sporting and Organisational Criteria Committee*

Commissione Direttori Sportivi  
*Sporting Directors' Committee*

Commissione disciplinare nazionale  
*National Disciplinary Committee*

Commissione disciplinare territoriale  
*Regional Disciplinary Committee*

Commissione di primo grado delle Licenze UEFA  
*First Instance UEFA Licensing Committee*

Commissione di secondo grado delle Licenze UEFA  
*Second Instance UEFA Licensing Committee*

Co.Vi.So.C. - Commissione di Vigilanza sulle Società di Calcio Professionistiche  
*Professional Football Financial Control Committee*

Commissione Premi  
*Award Committee*

Commissione Procuratori Sportivi  
*Sport Agents' Committee*

Commissione Tesseramenti  
*Players' Registration Committee*

Commissione Vertenze Economiche  
*Financial Dispute Committee*

CONI Servizi S.p.A.  
*Italian National Olympic Committee Service Company*

Coordinatore nazionale dei delegati per la sicurezza  
*National Coordinator of Safety and Security Delegates*

Corte Federale di Appello  
*FIGC Court of Appeal*

Corte di Giustizia Federale  
*FIGC Court of Justice*

Corte Sportiva di Appello a livello nazionale  
*National Sports Court of Appeal*

Corte Sportiva di Appello a livello territoriale  
*Local Sports Court of Appeal*

Federazione dei Musei del Calcio  
*Football Museums Federation*

Fondazione Museo del Calcio  
*Football Museum Foundation*

Federazione Italiana Giuoco Calcio  
*Italian Football Association*

Giudici sportivi nazionali e territoriali  
*National and Local Sports Judges*

Lega Nazionale Dilettanti (LND)  
*National Amateur League*

Norme Organizzative Interne Federali (NOIF)  
*FIGC Internal Organisational Regulations*

Organi di Giustizia Sportiva  
*Sports Justice Bodies*

Organi Tecnici Regionali  
*Regional Bodies*

Organi Tecnici, Provinciali e Sezionali  
*Technical, Provincial and Sectional Bodies*

Osservatorio Nazionale sulle Manifestazioni Sportive  
*National Observatory on Sports Events*

Presidente federale  
*FIGC President*

Procura federale  
*FIGC Prosecutor's Office*

Segretario federale  
*Director of Regulatory Affairs*

Settore Tecnico  
*Technical Sector*

Settore Giovanile e Scolastico (SGS)  
*Youth and School Sector*

Sistema delle Licenze Nazionali  
*National Club Licensing System*

Tribunale federale a livello nazionale  
*National FIGC Tribunal*

Tribunale federale a livello territoriale  
*Local FIGC Tribunal*

Tribunale Nazionale Antidoping  
*National Anti-Doping Tribunal*

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